

Tutorial 3: Communicating Project Information

TRUE/FALSE

1. The critical path is always a series of critical tasks; it cannot be a single task.
2. If any tasks on the critical path take longer than planned, the project completion date will slip unless corrective action is taken.
3. Filtering tasks within Project 2007 is considerably different from filtering used in other software programs, such as Excel or Access.
4. When a filter is applied in any view, that filter is simultaneously applied to all other views.
5. Filters delete tasks that do not meet the filter criteria.
6. Each view of a project can have a different filter applied at the same time.
7. Filters dynamically update the current view of the project as the project is modified.
8. Formatting a table is similar to formatting cells within Excel or tables within Word.
9. By visually organizing tasks, you help communicate what needs to be done in the project.
10. Formatting options used for formatting individual tasks do not override options set for the task category.
11. To format an individual bar, you can double-click the bar in Gantt Chart view to open the Format Bar dialog box for that individual task.
12. In Network Diagram view, task boxes are shape- and color-coded; gold boxes indicate a critical task.
13. When you enter task information in the task box, it is displayed in the Task bar above the Network Diagram.
14. You can right-click any cell within a task box in the Network Diagram to enter or edit task information.

15. You should always try to reduce printouts to a single page as long as this doesn't sacrifice legibility or important information.
16. Network Diagram printouts can be quite wide, so you might want to move tasks in order to better arrange them for printouts.
17. Individual task box formatting changes in the Network Diagram can be done using the Network Diagram dialog box.
18. Because work is performed only during working hours, nonworking hours--such as weekends and scheduled holidays--extend the project's duration.
19. All constraints can be avoided or changed.
20. One strength of the Network Diagram view is its display of a sequential listing of task names.

MODIFIED TRUE/FALSE

1. When viewing a report, you can click the Multiple Pages button to see up to four of the report's pages on the screen. _____
2. Any delay in a(n) slack task could delay the project completion date. _____
3. The critical path determines the latest the project can be completed. _____
4. For the Date Range filter, you enter two parameters: one to specify criteria for the start or finish after date and one to specify the before date. _____
5. When you format a Gantt Chart using the Gantt Chart Wizard, choosing Standard Gantt Chart will give you the most formatting options. _____
6. The Font dialog box allows you to format the Entry table; it looks similar to text style dialog boxes that you might have used in your word processor or spreadsheet programs and offers options that allow you to change the font and the font size, style, and color. _____
7. The Format Bar dialog box allows you to change the formatting characteristics for selected tasks in the Entry table and Gantt Chart bars. _____

8. In the Gantt Chart view, each task is represented by a geometrical shape that is further divided into cells that contain the task name, task ID number, duration, scheduled Start date, and scheduled Finish date. _____

9. You can use the Reduce option button available on the Page tab in the Page Setup dialog box to set a printout to one page wide by one page tall, for example. _____

10. Filtering in the network diagram is almost exactly the same as filtering in Gantt Chart view, except that you cannot use the filter option. _____

11. If you need a standard set of formatting choices applied to each network diagram, you could save the formatting choices as a(n) wizard, which you could then apply to other projects.

12. One way to shorten the critical path is to add positive lag time to an existing Finish-to-Start dependency between two critical tasks. _____

13. Positive lag time always allows tasks to overlap, regardless of whether the project is scheduled from a given Start or Finish date. _____

14. Constraints can extend the overall time to complete a project because they minimize or eliminate some of Project 2007's ability to freely move the scheduled Start and Finish dates of individual tasks.

15. The Network Diagram view displays a timeline at the top of the view that helps communicate approximate task Start and Finish dates. _____

MULTIPLE CHOICE

1. Which of the following is a report in the Overview category of reports in Project 2007?

a. Top-Level Tasks	c. Task Usage
b. Who Does What When	d. All of the above

2. Which of the following is a report in the Current Activities category of reports in Project 2007?

a. Cash Flow	c. Resource Usage
b. Slipping Tasks	d. Overallocated Resources

3. Which of the following is a report in the Costs category of reports in Project 2007?

a. Milestones	c. Earned Value
b. Tasks Starting Soon	d. Resource Usage

4. Which of the following is a report in the Assignments category of reports in Project 2007?

a. Overbudget Tasks	c. Resource Usage
b. Working Days	d. To-do List

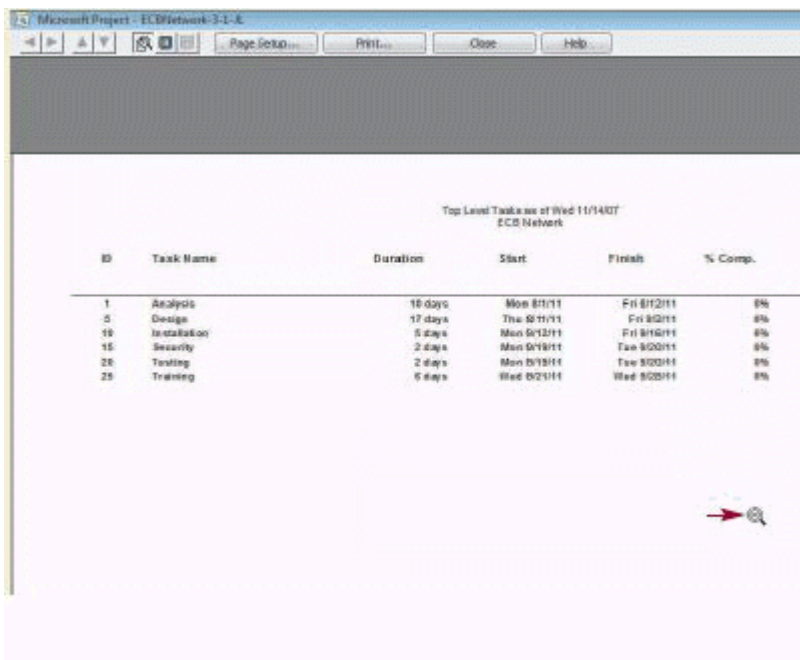
5. Which of the following is a report in the Workload category of reports in Project 2007?
 - a. Task Usage
 - b. Working Days
 - c. Who Does What
 - d. All of the above

6. Which of the following report categories allows users to create reports of their own design?
 - a. Assignments
 - b. Custom
 - c. Workload
 - d. Any of the above

7. You can communicate project information by displaying or printing in various graphic views, including all of the following EXCEPT _____.
 - a. Workload
 - b. Calendar
 - c. Gantt Chart
 - d. Network Diagram

8. ____ are used to disseminate information.
 - a. Reports
 - b. Views
 - c. Templates
 - d. Wizards

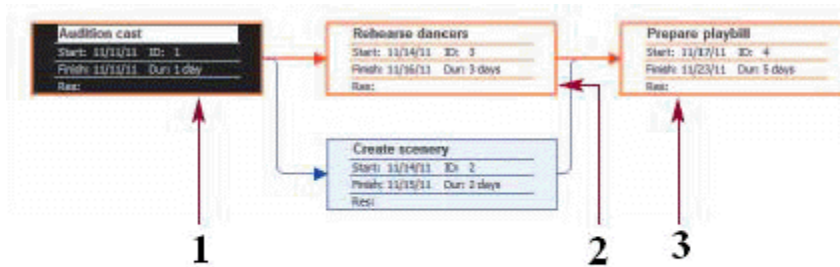
9. The ____ pointer lets you get a closer look at any part of the report on the screen.
 - a. Detail
 - b. Review
 - c. Zoom In
 - d. Closer Look



10. The item indicated in the accompanying figure is the _____.
 - a. Zoom In pointer
 - b. fill handle
 - c. analysis tool
 - d. Zoom Out pointer

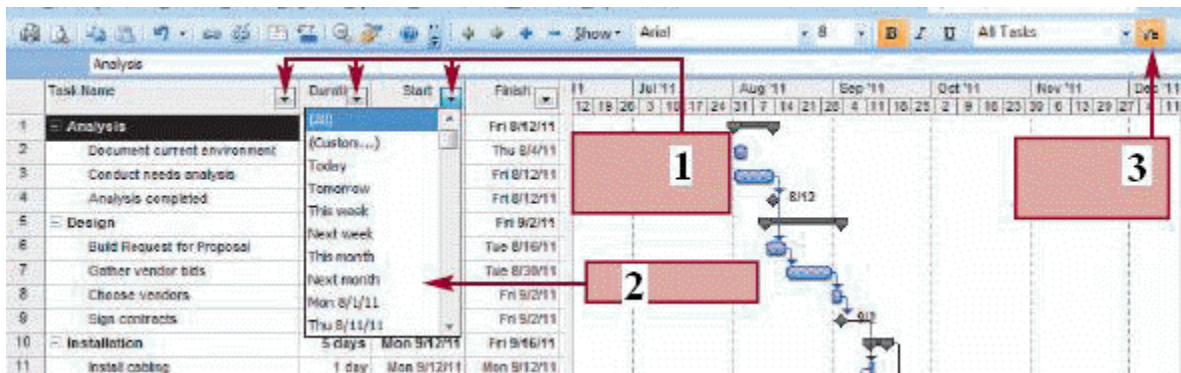
11. You can use the Gantt Chart ____ to format the critical path in the Gantt chart.
 - a. Master
 - b. Wizard
 - c. Template
 - d. dialog box

12. One way to define the critical path is that it consists of those tasks having a float of ____.
- 0
 - 1
 - 1
 - null
13. Which of the following statements is true?
- The critical path changes if tasks on the critical path are completed behind schedule.
 - The critical path changes if tasks on the critical path are completed ahead of schedule.
 - Once set, the critical path cannot change.
 - Both A and B
14. Float is also called ____ slack.
- total
 - free
 - critical
 - base
15. One way to define the critical path is that it consists of those tasks having a ____ of zero.
- path
 - float
 - taskpath
 - slack
16. When you view the Network Diagram, the critical tasks are automatically displayed in ____.
- green
 - silver
 - red
 - gold

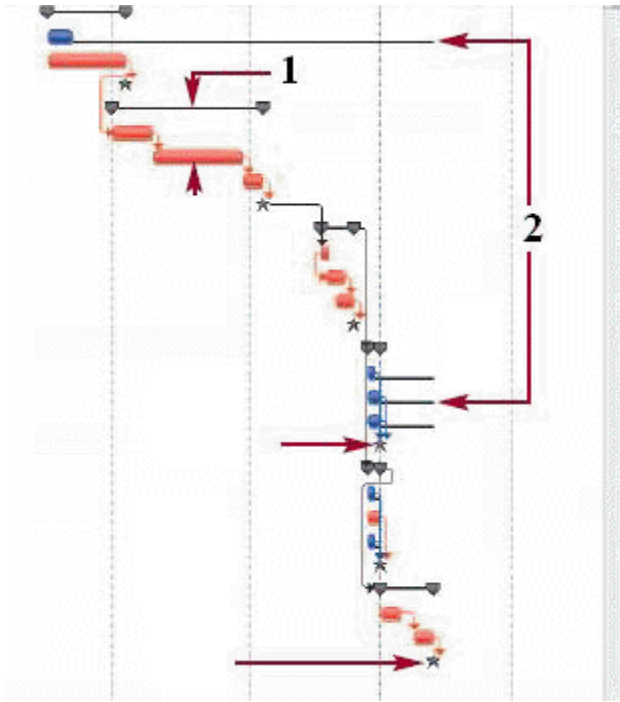


17. Which of the following is a critical task in the accompanying figure?
- 1
 - 2
 - 3
 - All of the above
18. The accompanying figure shows an example of what kind of diagram?
- network
 - critical path
 - Gantt
 - calendar
19. It is very important for the project manager to have excellent skills in ____ information about the critical path throughout the life of the project.
- finding
 - analyzing
 - communicating
 - All of the above

20. ____ help you focus your attention on specific aspects of the project based on different criteria.
- Filters
 - Milestones
 - Summary tasks
 - All of the above
21. Project 2007 offers many built-in filters, available using the Filter list arrow on the ____ toolbar.
- Standard
 - Formatting
 - Filter
 - Display
22. Which of the following filters out all tasks not currently on the critical path?
- Summary Tasks
 - Unstarted Tasks
 - Critical
 - Major Tasks
23. To remove a filter, click the Filter list arrow, and then choose the ____ option.
- Show All
 - Display All
 - Hide None
 - All Tasks
24. Filters such as ____ require that you enter parameters to specify the exact details of the filter.
- Date Range
 - Milestones
 - Critical
 - Summary Tasks

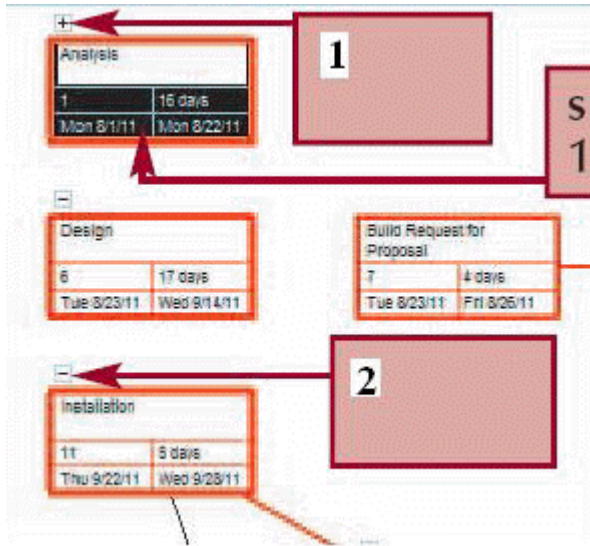


25. The result of the use of the ____ feature is the list arrow as displayed to the right of each field name in the Entry table in the accompanying figure.
- No Filter
 - AutoFilter
 - Display All
 - Display Fields
26. The feature shown in the accompanying figure works similarly to this same feature in which other application?
- Word
 - PowerPoint
 - Excel
 - Outlook
27. Another name for the column names in the accompanying figure is ____ names.
- row
 - rank
 - index
 - field
28. When you click an arrow like the ones shown in the accompanying figure, the list that appears contains possible filter ____ for that column.
- indices
 - rankings



38. In the accompanying figure ____ appear(s) as stars.
- | | |
|---------------|----------------|
| a. priorities | c. free slack |
| b. milestones | d. total slack |
39. In the accompanying figure, the items marked 2 are ____ bars.
- | | |
|-------------|---------------------|
| a. slack | c. milestone |
| b. baseline | d. All of the above |
40. In the accompanying figure, the items marked 1 are ____ bar shapes.
- | | |
|------------|---------------|
| a. indexed | c. category |
| b. summary | d. compressed |
41. To make changes to all of the tasks of one type, you use the ____ dialog box.
- | | |
|------------------|---------------|
| a. Text Styles | c. Formatting |
| b. Global Format | d. Font |
42. ____ can provide a visual guide to help you interpret bars in a Gantt chart.
- | | |
|--------------|------------------|
| a. Baselines | c. Benchmarks |
| b. Gridlines | d. Layout guides |
43. Which of the following can you not change in Gantt Chart view?
- | | |
|---------------|--------------|
| a. timescale | c. gridlines |
| b. link lines | d. leveling |
44. The ____ dialog box provides several formatting options for the link lines and bars in a Gantt chart.
- | | |
|-----------|------------|
| a. Format | c. Styles |
| b. Layout | d. Display |

45. The timescale can display ____ tiers simultaneously.
- two
 - three
 - six
 - eleven
46. After the initial data entry process, emphasis often shifts to the ____ because it most clearly identifies the dependencies between the tasks, as well as the critical path.
- Gantt chart
 - entry table
 - network diagram
 - calendar



47. The item marked 2 in the accompanying figure is the ____ button.
- Expand
 - Summary
 - Display
 - Collapse
48. The item marked 1 in the accompanying figure is the ____ button.
- Index
 - Summary
 - Expand
 - Collapse
49. The ____ attempts to put task boxes in chronological order according to when they are scheduled.
- network diagram
 - Gantt chart
 - calendar
 - Entry table
50. The primary purpose of the ____ is to clearly illustrate the sequential progression of tasks and the critical path.
- Gantt chart
 - calendar
 - Entry table
 - network diagram
51. The Zoom In button appears on the ____ toolbar.
- Standard
 - Formatting
 - Options
 - View
52. To select multiple tasks in the network diagram, you can click on one task, and then hold down the ____ key and select the next task or tasks.

- a. Shift
 - b. Alt
 - c. Ctrl
 - d. F4
53. You format all of the tasks of one type using the ____ dialog box.
- a. Box Styles
 - b. Task Styles
 - c. Format All
 - d. Box Layouts
54. Probably the quickest way to shorten the critical path is to ____.
- a. shorten task durations for critical tasks
 - b. add negative lag time to an GS dependency between two critical tasks
 - c. modify the calendar on which a task is based to expand the available working time
 - d. eliminate date constraints
55. The ____ constraint schedules a task as soon as possible.
- a. As Late As Possible
 - b. As Soon As Possible
 - c. Must Start On
 - d. Start No Earlier Than
56. The ____ constraint schedules a task as late as possible.
- a. Finish No Later Than
 - b. As Soon As Possible
 - c. As Late As Possible
 - d. Start No Earlier Than
57. The ____ constraint schedules the Finish date of the task on or after the date that you specify.
- a. Finish No Later Than
 - b. As Soon As Possible
 - c. As Late As Possible
 - d. Finish No Earlier Than
58. The ____ constraint schedules the Finish date of the task on or before the date that you specify.
- a. Finish No Later Than
 - b. Must Finish On
 - c. As Late As Possible
 - d. Finish No Earlier Than
59. The ____ constraint schedules the Finish date of a task on the date that you specify.
- a. Finish No Later Than
 - b. Must Finish On
 - c. As Late As Possible
 - d. Start No Later Than
60. The ____ constraint schedules the Start date of a task on the date that you specify.
- a. Start No Later Than
 - b. As Soon As Possible
 - c. Must Start On
 - d. Start No Earlier Than
61. The ____ constraint schedules the Start date of the task on or after the date that you specify.
- a. Must Start On
 - b. As Soon As Possible
 - c. Start No Later Than
 - d. Start No Earlier Than
62. The ____ constraint schedules the Start date of the task on or before the date that you specify.
- a. Start No Later Than
 - b. Must Start On
 - c. As Late As Possible
 - d. Start No Earlier Than
63. The ____ constraint is the default for tasks that are entered into a project with an assigned Start date.
- a. Finish No Later Than
 - b. Must Finish On
 - c. As Late As Possible
 - d. Start No Later Than

- b. As Soon As Possible
- d. Start No Earlier Than
64. The ____ constraint is the default constraint for tasks entered into a project with an assigned Finish date.
- a. Finish No Later Than
- c. As Late As Possible
- b. As Soon As Possible
- d. Start No Earlier Than
65. If a project is scheduled from a Start date and you enter a Finish date into the Entry table for a task, then Microsoft Project will automatically apply the ____ constraint type to that task.
- a. Start No Earlier Than
- c. Finish No Later Than
- b. Start No Later Than
- d. Finish No Earlier Than
66. If a project is scheduled from a Finish date and you enter a Finish date into the Entry table for a task, then Microsoft Project will automatically apply the ____ constraint type to that task.
- a. Start No Earlier Than
- c. Finish No Later Than
- b. Start No Later Than
- d. Finish No Earlier Than
67. If a project is scheduled from a Start date and you enter a Start date into the Entry table for a task, then Microsoft Project will automatically apply the ____ constraint type to that task.
- a. Start No Earlier Than
- c. Finish No Later Than
- b. Start No Later Than
- d. Finish No Earlier Than
68. If a project is scheduled from a Finish date and you enter a Start date into the Entry table for a task, then Microsoft Project will automatically apply the ____ constraint type to that task.
- a. Start No Earlier Than
- c. Finish No Later Than
- b. Start No Later Than
- d. Finish No Earlier Than
69. For which of the following constraints would Project 2007 place an icon in the Indicator column?
- a. As Soon As Possible
- c. Must Start On
- b. As Late As Possible
- d. All of the above
70. One strength of the ____ view is that it graphically displays durations as bar lengths.
- a. Network Diagram
- c. Gantt Chart
- b. Task Dependency
- d. Allocation

Case-Based Critical Thinking Questions

Case 3-1

Chris has inherited the management of some highly disorganized projects from her predecessor. One of its hallmarks is that the projects included a lot of constraints that have proven unnecessary, and which have complicated the reporting on the projects and the accurate assessment of where things stand. Because you were privy to a lot of the background about the projects, Chris has asked you to help her sort it all out.

71. Chris notices that some tasks that were entered into the project, which has an assigned Start date, have a default constraint applied. What do you tell her that default is?
- a. Start No Later Than
- c. As Late As Possible
- b. Start No Earlier Than
- d. As Soon As Possible

72. Chris zeroes in on a particular task of writing the marketing copy, which has a Finish date. Keeping in mind that the overall project is scheduled from a Start date of 2/11/2009, what was the constraint type automatically applied to the writing of the marketing copy, if the copy is scheduled to be written on or after the date specified?
- Finish No Later Than
 - Finish No Earlier Than
 - Must Finish On
 - Must Start On
73. Chris knows that one of the projects was set to finish on April 29, 2009, no questions asked. Which constraint would she expect to find in place?
- Finish No Later Than
 - As Soon As Possible
 - Must Finish On
 - Must Start On
74. For another project Chris is now managing, the project is scheduled from a Finish date of May 13, 2009 and a Start date of January 5 was entered into the Entry table for one of the tasks. What constraint type do you tell Chris was automatically applied to that task?
- Start No Later Than
 - Start No Earlier Than
 - Finish No Earlier Than
 - Finish No Later Than
75. Chris has learned a lot about constraints with your help, and now she has something to share with you. You thought that all constraints put an icon in the Indicators column. Is that true?
- The As Soon As Possible and As Late As Possible constraints do not.
 - The Must Finish On and Must Start On constraints do not.
 - The Start No Earlier Than and Start No Later Than constraints do not.
 - Both A and B

Case-Based Critical Thinking Questions

Case 3-2

Your manager is squeezing you hard—your project is two days overdue. You huddle with your team to weigh your options and brainstorm some solutions

76. Perry suggests that you fast track some steps. Which of the following is an example of what Perry means?
- Adding a lead time of -50% to the step of writing the copy
 - Deleting the FS dependency between two critical tasks
 - Doing the photo research at the same time that you sketch the design into which the photos will be placed
 - Hiring an additional freelance writer to work on the copy
77. Fast tracking is not the way to go based on her past experience, Christine offers. Instead, she suggests crashing the project. Which of the following is a true statement she can make?
- You will want to shorten tasks with the most incremental cost.
 - Crashing means finding all the tasks on the critical path and assigning additional resources to them.
 - All tasks cost the same to crash.
 - None of the above

78. Which of the following is a valid means of modifying task information to shorten the critical path, according to your colleague Peter? Assume that the design task and the photo research task are both critical tasks.
- Add FS dependency between the design and the photo research.
 - Change an FS dependency between the design and the photo research to an SS dependency.
 - Add positive lag time to an FS dependency between the design and the photo research tasks.
 - Either A or B
79. As you and the team have experimented with some of the options available to you, you have noticed which of the following about the design and photo research tasks, which have an FS dependency? (Assume that the project is scheduled from a Start date of 7/29/09.)
- Negative lag time is pulling the first task in the dependency backward in time.
 - Negative lag time is pushing the first task in the dependency forward in time.
 - Negative lag time is pushing the second task in the dependency forward in time.
 - Negative lag time is pulling the second task in the dependency backward in time.
80. You have changed the relationship between the photo research and the design from an FS dependency to a FF one. Which of the following is now true?
- The cost of design has increased.
 - The task durations overlap.
 - The positive lag time has increased.
 - All of the above

COMPLETION

- The _____ category in Project 2007 includes the Project Summary and Critical Tasks reports.
- The _____ category in Project 2007 includes the Unstarted Tasks and Tasks in Progress reports.
- The _____ category in Project 2007 includes the Cash Flow and Earned Value reports.
- The _____ category in Project 2007 includes the To-do List and Overallocated Resources reports.
- The _____ category in Project 2007 includes the Task Usage and Resource Usage reports.
- The _____ category in Project 2007 allows users to customize report templates or create other customized reports.
- A(n) _____ report lists the highest-level tasks, which often are summary tasks.

8. A(n) _____ task is one that must be completed as scheduled in order for the project to finish as of the Finish date.
9. The _____ path is the series of critical tasks that dictates the calculated Finish date of the project.
10. _____, also called total slack, is the amount of time that a task can be delayed from its planned start date without delaying the project Finish date.
11. _____ is the amount of time that a task can be delayed without delaying any successor tasks.
12. A(n) _____ temporarily hides some of the tasks so that only those tasks that you are interested in are displayed.
13. The _____ allows you to determine the filter criteria by selecting from a criteria list associated specifically with each column in the Entry table.
14. You can use _____ bars to help show how many days a noncritical task can be delayed and not affect the project Finish date.
15. The dependencies between tasks are also known as the _____ between the tasks.
16. _____ is useful for zeroing in on particular aspects of a project based on particular criteria.
17. _____ means taking economic considerations into account when deciding what critical tasks to shorten.
18. _____ is when you perform activities in parallel that you would normally do in sequence.
19. A(n) _____ is a restriction that you put on a task's Start or Finish date.
20. Another name for a network diagram is a(n) _____ diagram.

MATCHING

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

- | | |
|--------------------------|--------------------|
| a. slack bar | g. free slack |
| b. crashing | h. filter |
| c. fast tracking | i. AutoFilter |
| d. constraint | j. entry table |
| e. Critical Path Diagram | k. Network Diagram |
| f. float | l. Gantt Chart |
1. Performing activities in parallel that you would normally do in sequence
 2. Displays dependencies between tasks
 3. The amount of time a task can be delayed from its planned start date without delaying the project
 4. Restriction placed on a task's Start or Finish date
 5. When turned on, this feature displays an arrow to the right of each column name in the Entry table
 6. Formatting this in Project 2007 is similar to formatting cells in an Excel spreadsheet
 7. View in which each task is represented by a geometrical shape
 8. Usually the primary view in which to enter and edit tasks
 9. Temporarily hides some of the tasks so that only those tasks you are interested in are displayed
 10. Taking economic considerations into account when deciding what critical tasks to shorten
 11. Helps to show how many days a noncritical task can be delayed and not affect the project Finish date
 12. The amount of time a task can be delayed without delaying any successor tasks