

TEST BANK

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NEW PERSPECTIVES

Microsoft® Project 2010

INTRODUCTORY

Bunin

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Tutorial 2: Creating a Project Schedule

TRUE/FALSE

1. When you start Project 2010, a new, blank project file is ready for you to start entering tasks and durations.

ANS: T REF: PRJ 62

2. You cannot modify the Standard calendar to identify holidays or other nonworking days or times in which work should not be scheduled.

ANS: F REF: PRJ 68

3. You can create unique calendars for tasks and resources that do not follow the working and nonworking times specified by the Standard calendar.

ANS: T REF: PRJ 68

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.

ANS: T REF: PRJ 72

5. By default, all tasks and resource assignments inherit the project calendar unless you specify something else.

ANS: T REF: PRJ 73

6. Project 2010 does not allow in-cell editing.

ANS: F REF: PRJ 80

7. In Project 2010, pressing the Delete key anywhere in a task row deletes the entire row for that task.

ANS: F REF: PRJ 82

8. The fill handle can be used even when affected cells are not contiguous.

ANS: F REF: PRJ 86

9. The Undo button will undo any actions you take in the current project at any time.

ANS: F REF: PRJ 83

10. Anything changed in one view is automatically changed in all of the other views.

ANS: T REF: PRJ 88

11. By default, Project 2010 schedules recurring tasks based on the duration of the entire project.

ANS: T REF: PRJ 92

12. Milestones can be used to motivate project participants by recognizing accomplishments.

ANS: T REF: PRJ 94

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.

ANS: T REF: PRJ 100

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.

ANS: F REF: PRJ 100

15. Creating task dependencies does not affect the start and finish dates of the linked tasks.

ANS: F REF: PRJ 102

16. Changing and linking tasks affects the critical path.

ANS: T REF: PRJ 102

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.

ANS: T REF: PRJ 106

18. By default, the Form view displays successors on the left side and predecessors on the right side of the form.

ANS: F REF: PRJ 106

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.

ANS: F REF: PRJ 110

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.

ANS: T REF: PRJ 115

MODIFIED TRUE/FALSE

1. Most projects are scheduled from a project Start date. _____

ANS: T REF: PRJ 62

2. Projects with specific finish dates can be scheduled based on a(n) Finish date.

ANS: T

REF: PRJ 65

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

ANS: F, late

REF: PRJ 65

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

ANS: F, Copy and Paste buttons

REF: PRJ 86

5. In Project 2010, you need to define recurring tasks only one time using the Recurring Task Information dialog box.

ANS: T

REF: PRJ 92

6. Many project managers identify milestones early in a project to help build momentum toward the project's completion.

ANS: T

REF: PRJ 94

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

ANS: T

REF: PRJ 100

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

ANS: F, Finish-to-Finish

REF: PRJ 100

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

ANS: F, predecessor

REF: PRJ 100

10. A(n) noncritical task doesn't necessarily have to start on its currently scheduled Start date in order for the overall project to be completed on time.

ANS: T

REF: PRJ 102

11. To change a dependency type, you must open the Task Dependency dialog box.

ANS: T

REF: PRJ 108

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

ANS: F, Positive

REF: PRJ 110

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

ANS: T

REF: PRJ 110

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.

ANS: F, negative

REF: PRJ 113

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

ANS: F, higher

REF: PRJ 115

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

ANS: A

REF: PRJ 67

2. All of the following are tabs in the Task Information dialog box EXCEPT ____.

- a. Custom Fields
- b. Indices
- c. Notes
- d. General

ANS: B

REF: PRJ 67

3. You can ____ a task to open its Task Information dialog box.

- a. click
- b. right-click
- c. double-click
- d. hover over

ANS: C

REF: PRJ 67

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

ANS: A

REF: PRJ 68

5. The ____ calendar is the base calendar used by Project 2010 to schedule new tasks within the project.
- a. task
 - b. project
 - c. main
 - d. origin

ANS: B REF: PRJ 68

6. The Standard calendar specifies ____ time, the hours during which work can occur.

- a. standard
- b. operational
- c. working
- d. labor

ANS: C REF: PRJ 68

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

ANS: D REF: PRJ 69

8. Working days appear ____ on the Standard calendar.

- a. as light gray
- b. with gray diagonal lines
- c. as red
- d. as white

ANS: D REF: PRJ 69

9. Nonworking days appear ____ on the Standard calendar.

- a. as light gray
- b. with gray diagonal lines
- c. as red
- d. as white

ANS: A REF: PRJ 69

10. Edited working hours appear ____ on the Standard calendar.

- a. as light gray
- b. as white with underlined dates
- c. as red
- d. as white

ANS: B REF: PRJ 70

11. You should enter non-working holidays _____.

- a. at the beginning of the project
- b. at the end of the project
- c. the Saturday before the holiday
- d. no more than 15 days before the holiday

ANS: A REF: PRJ 70

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

ANS: C REF: PRJ 69

13. If an individual day is edited on the calendar, the day's number is ____.

- a. bold
- b. italicized
- c. underlined
- d. in red

ANS: C REF: PRJ 69

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

ANS: A REF: PRJ 76

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 red.
 - c. The cell is 3-D.
 - d. All of the above

ANS: A REF: PRJ 78

16. Pressing the ____ key moves the active cell down one row in the same column.
- a. Ctrl
 - b. Alt
 - c. Shift
 - d. Enter

ANS: D REF: PRJ 78

17. The ____ key moves the active cell right one cell.
- a. Tab
 - b. Shift
 - c. Ctrl
 - d. F5

ANS: A REF: PRJ 78

18. The ____ keys move the active cell left one cell.
- a. Ctrl+F5
 - b. Shift+Tab
 - c. Alt+Enter
 - d. Esc+Enter

ANS: B REF: PRJ 78

19. The ____ key moves the active cell to the first column in a row.
- a. Ctrl
 - b. Insert
 - c. Home
 - d. Page Up

ANS: C REF: PRJ 78

20. The ____ key moves the active cell to the last column in a row.
- a. Page Down
 - b. F6
 - c. Ctrl
 - d. End

ANS: D REF: PRJ 78

21. The ____ keys move the active cell to the first column of the first row.
- a. Ctrl+Home
 - b. Shift+Home
 - c. Alt+Home
 - d. Esc+Home

ANS: A REF: PRJ 78

22. The ____ keys move the active cell to the last column of the last row that contains a task name.
- a. Shift+End
 - b. Ctrl+End
 - c. Alt+End
 - d. Esc+End

ANS: B REF: PRJ 78

23. Before editing or entering the contents of a cell in the table, you must select it to make it the ____ cell.
- a. determinant
 - c. constrained

- a. em
- b. el
- c. elm
- d. elpm

ANS: A REF: PRJ 87

33. The abbreviation for elapsed month is ____.

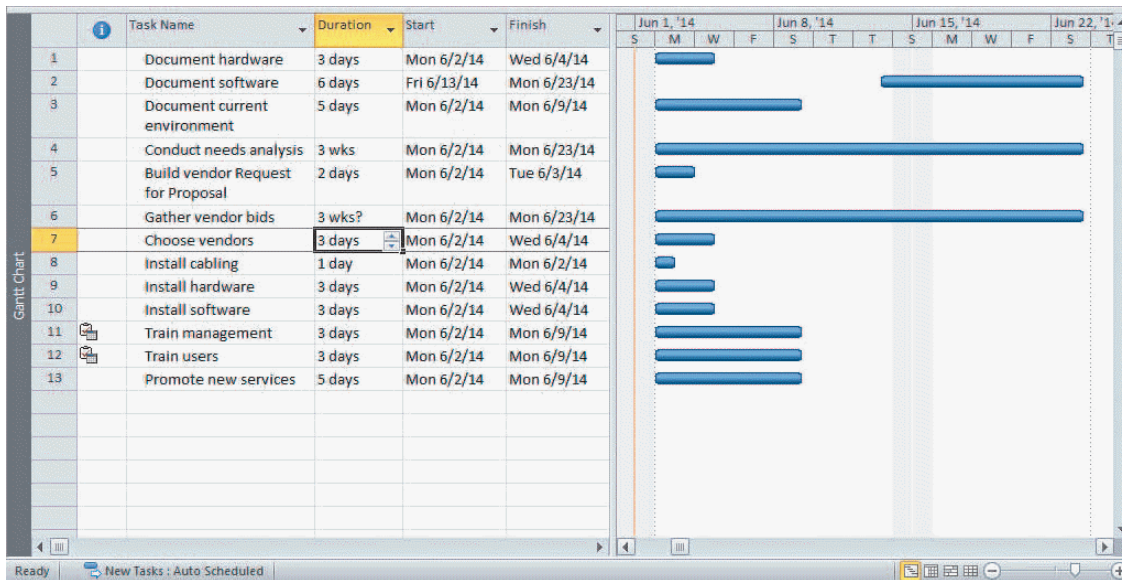
- a. em
- b. emon
- c. elm
- d. elpm

ANS: B REF: PRJ 87

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

ANS: C REF: PRJ 87



35. The item in row 7 of the Duration column is a(n) ____ duration.

- a. elapsed
- b. postponed
- c. eliminated
- d. estimated

ANS: D REF: PRJ 88

36. The ____ view is often used for heavy data entry.

- a. Gantt Chart
- b. Calendar
- c. Network Diagram
- d. None of the above

ANS: D REF: PRJ 89

37. A(n) ____ task is a task that is repeated at a regular interval.

- a. concurrent
- b. emergent
- c. baseline
- d. recurring

ANS: D REF: PRJ 92

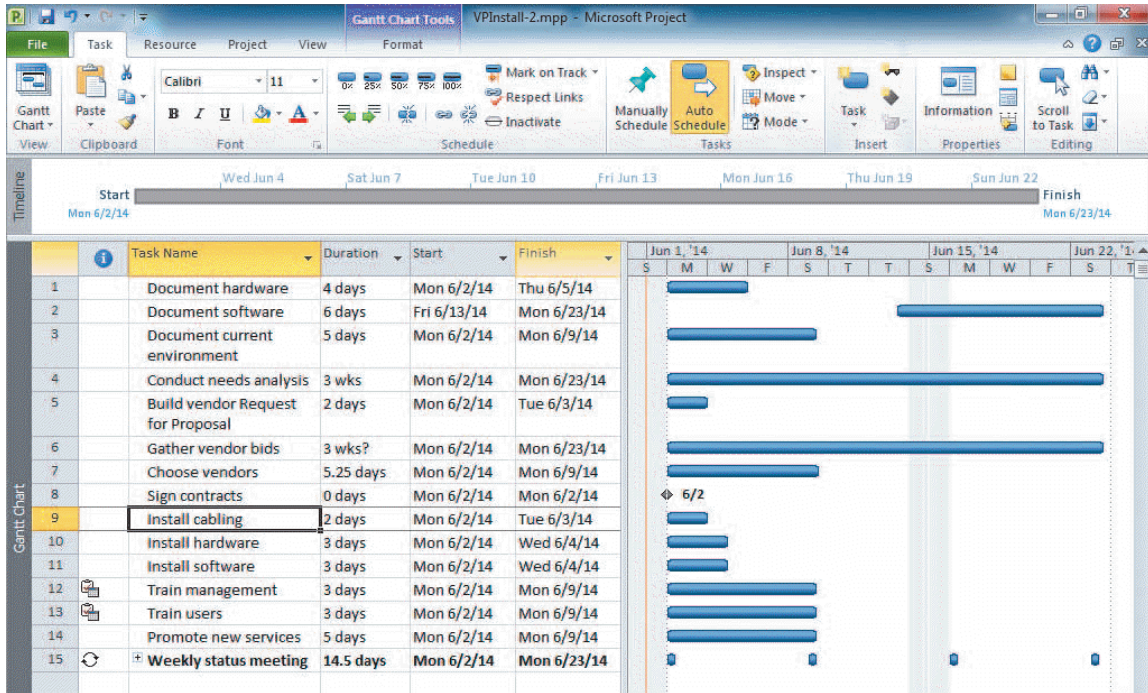
38. A Monday morning status meeting is a good example of a(n) ____ task.

- a. concurrent
- b. emergent
- c. baseline
- d. recurring

ANS: D REF: PRJ 92

39. If a given column displays a series of _____, the information is too wide to display within the width of the column.
- a. pound signs
 - b. question marks
 - c. exclamation points
 - d. ampersands

ANS: A REF: PRJ 95



40. The item in row 9 of the Task Name column in the accompanying figure is the _____ button.
- a. Expand
 - b. ScreenTip
 - c. Collapse
 - d. Resource

ANS: A REF: PRJ 95

41. The black diamond by the date 6/2 in the right pane of the accompanying figure is the _____ indicator.
- a. incorrect date
 - b. milestone
 - c. emon
 - d. task

ANS: B REF: PRJ 94

42. A _____ has a zero duration.
- a. baseline
 - b. milestone
 - c. recurring task
 - d. All of the above

ANS: B REF: PRJ 94

43. A(n) _____ is a symbolic task used mainly to communicate progress or to mark the end of a significant phase of the project.
- a. origin point
 - b. destination
 - c. milestone
 - d. summation

ANS: C REF: PRJ 94

44. Completing an important deliverable, such as completing an office installation or completing training, can be entered as a _____.
- a. firewall
 - b. destination
 - c. summation
 - d. milestone

ANS: D

REF: PRJ 94

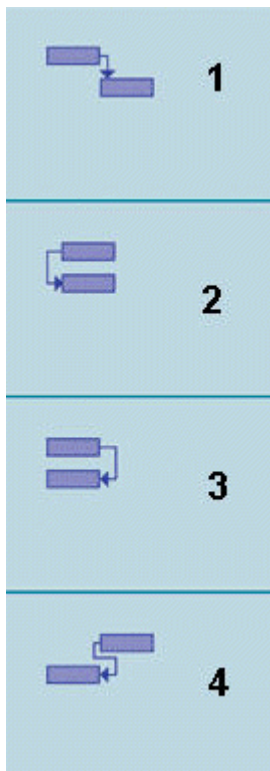
10		Install software	3 days	Mon 6/2/14	Wed 6/4/14	
11		Train management	3 days	Mon 6/2/14	Mon 6/9/14	
12		Train users	3 days	Mon 6/2/14	Mon 6/9/14	
13		Promote new services	5 days	Mon 6/2/14	Mon 6/9/14	
14		Weekly status meeting	14.5 days	Mon 6/2/14	Mon 6/23/14	

Ready | New Tasks : Auto Scheduled

45. The item in the second column of row 14 is a _____ indicator.
- a. Milestone
 - b. Recurring Task
 - c. Review
 - d. Refresh

ANS: B

REF: PRJ 93



46. The item marked 1 in the accompanying figure is a _____ task dependency.
- a. Finish-to-Finish
 - c. Finish-to-Start

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

ANS: C REF: PRJ 100

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

ANS: D REF: PRJ 102

57. In the Network Diagram view, the critical tasks are displayed in a ____ box and border.
- a. blue
 - b. silver
 - c. black
 - d. red

ANS: D REF: PRJ 102

58. Which of the following views does not show link lines?
- a. Gantt Chart
 - b. Network Diagram
 - c. Calendar
 - d. All of the above

ANS: C REF: PRJ 104

59. Using a ____ view of the project can make entering many details for a single task easier.
- a. Gantt Chart
 - b. Form
 - c. Network Diagram
 - d. Calendar

ANS: B REF: PRJ 106

60. Task dependencies are by default ____ dependencies.
- a. FS
 - b. SF
 - c. SS
 - d. FF

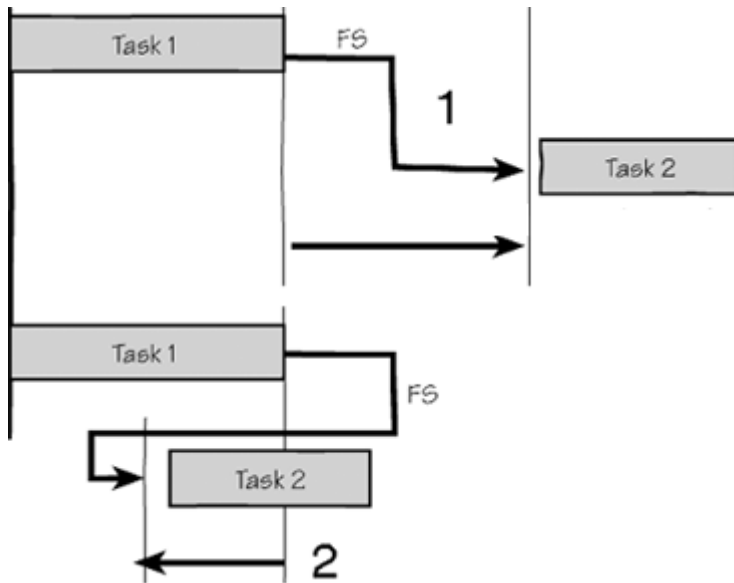
ANS: A REF: PRJ 108

61. You usually edit task relationships in ____ view.
- a. Gantt Chart
 - b. Network Diagram
 - c. Calendar
 - d. Either A or B

ANS: D REF: PRJ 108

62. In a ____ relationship, +25% lag time pushes the second task forward in time.
- a. Start-to-Finish
 - b. Finish-to-Start
 - c. Either A or B
 - d. Neither A nor B

ANS: B REF: PRJ 110



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

ANS: C REF: PRJ 110

64. The time marked 2 in the accompanying figure is called ____ time.
- a. lead time
 - b. negative lag time
 - c. both a and b
 - d. none of the above

ANS: C REF: PRJ 110

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

ANS: B REF: PRJ 115

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

ANS: A REF: PRJ 115

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

ANS: B REF: PRJ 114

68. A(n) ____ task identifies a group of tasks that logically belong together.
- a. Aggregate
 - b. Clustered
 - c. Summary
 - d. sub

ANS: C REF: PRJ 98

69. The Outdent and Indent buttons are available on the ____ tab.
- a. File
 - b. View
 - c. Project
 - d. Task

ANS: D REF: PRJ 115

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. Insert Task

ANS: D REF: PRJ 116

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

ANS: D REF: PRJ 100 TOP: Critical Thinking

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

ANS: B REF: PRJ 100 TOP: Critical Thinking

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

ANS: C REF: PRJ 100 TOP: Critical Thinking

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

ANS: A REF: PRJ 100 TOP: Critical Thinking

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

ANS: A REF: PRJ 100 TOP: Critical Thinking

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%

ANS: C REF: PRJ 109 TOP: Critical Thinking

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%

ANS: D REF: PRJ 110 TOP: Critical Thinking

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

ANS: B REF: PRJ 109 TOP: Critical Thinking

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

ANS: D REF: PRJ 110 TOP: Critical Thinking

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.

ANS: B REF: PRJ 110 TOP: Critical Thinking

COMPLETION

1. A(n) _____ is a restriction on the project.

ANS: constraint

REF: PRJ 62

2. Project 2010 calculates a project's _____ date based on the tasks, durations, and dependencies between the tasks entered into the project file using as soon as possible Start dates for each task.

ANS: Finish

REF: PRJ 62

3. The _____ calendar specifies that Monday through Friday are working days with 8 hours of work completed each day.

ANS:
Standard
Project

REF: PRJ 68

4. The project calendar is also called the _____ calendar.

ANS: Standard

REF: PRJ 68

5. _____ time is the hours of a 24-hour day that are not specified as working time.

ANS: Nonworking

REF: PRJ 68

6. An individual _____ calendar can be created for any task that does not follow the working and nonworking times specified by the project calendar.

ANS: task

REF: PRJ 73

7. An individual _____ calendar can be created for a resource that does not follow the working and nonworking times specified by the project calendar.

ANS: resource

REF: PRJ 73

8. The _____ cell is the cell that you are editing.

ANS: active

REF: PRJ 78

9. Four task _____ define the relationships between tasks in a project.

ANS: dependencies

REF: PRJ 100

10. When no dependencies are defined, all tasks start on the project _____ date in as soon as possible scheduling.

ANS: Start

REF: PRJ 100

11. The first task described in a task dependency is called the _____ task.

ANS: predecessor

REF: PRJ 100

12. The second task described in a task dependency is called the _____ task.

ANS: successor

REF: PRJ 100

13. The _____ consists of tasks that have zero slack.

ANS: critical path

REF: PRJ 102

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.

ANS: Slack

REF: PRJ 102

15. _____ is the amount of time by which an activity may be delayed without delaying the early start of any tasks that immediately follow a task with free slack.

ANS: Free slack

REF: PRJ 102

16. In order to use a WBS in Project 2010, you must organize tasks into _____ tasks.

ANS: summary

REF: PRJ 114

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

ANS: top-down

REF: PRJ 115

18. Listing all of the individual tasks and then collecting them into logical groupings is known as the _____ method of creating a WBS.

ANS: bottom-up

REF: PRJ 115

19. _____ moves a summary task to the left.

ANS: Outdenting

REF: PRJ 115

20. _____ moves a summary task to the right.

ANS: Indenting

REF: PRJ 115

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

- | | |
|-----------|--------------|
| 1. ANS: B | REF: PRJ 100 |
| 2. ANS: A | REF: PRJ 100 |
| 3. ANS: F | REF: PRJ 100 |
| 4. ANS: D | REF: PRJ 100 |
| 5. ANS: E | REF: PRJ 100 |
| 6. ANS: H | REF: PRJ 102 |

- | | |
|------------|--------------|
| 7. ANS: G | REF: PRJ 102 |
| 8. ANS: C | REF: PRJ 100 |
| 9. ANS: L | REF: PRJ 115 |
| 10. ANS: K | REF: PRJ 115 |
| 11. ANS: I | REF: PRJ 115 |
| 12. ANS: J | REF: PRJ 115 |

ESSAY

1. Explain the difference between top-down and bottom-up project planning. Which do you have a preference for and why?

ANS:

When developing a new large project, some project managers prefer to start with broad groupings of summary tasks and then break them into smaller tasks. Planning a project by starting with broad categories of tasks is the top-down method of creating a WBS. Top-down project managers start with the big picture. Other project managers refer to list all of the individual tasks, and then collect them into logical groupings, which is called the bottom-up method. I prefer to use the.... (User will state own preference here. Make sure user's reason for choosing corresponds to the method chosen.

REF: PRJ 115 TOP: Critical Thinking

2. Explain what milestones are, how they are used by project managers, and what some examples are.

ANS:

Milestones are tasks that mark a significant point in time or a progress checkpoint. They have a zero duration and are therefore symbolic tasks that are used mainly to communicate progress or to mark the end of a significant phase of the project. Examples include the signing of a contract or the announcement of a new project. Milestones can also be used to motivate project participants by recognizing accomplishments. Completing an important deliverable, such as completing an office installation, completing training, and so on, can be entered as milestones. Many project managers identify milestones early in a project to help build momentum toward the project's completion.

REF: PRJ 94 TOP: Critical Thinking

3. Explain the difference between positive and negative lag time in Project 2010.

ANS:

Project 2010 combines the concepts of lag and lead time into one term, lag time. When a project is scheduled from a Start date, positive lag time moves the second task forward in time. (Positive lag time is the traditional definition of lag time in general project management discussions.) Negative lag time moves the second task backward in time so that the tasks overlap. Negative lag time is called lead time in general project management discussions.

REF: PRJ 109 TOP: Critical Thinking