

# TEST BANK

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Fifth Edition

## Successful Project Management



Gido & Clements

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# Chapter 2

## Identifying and Selecting Projects

### TRUE/FALSE

1. The initiating phase of the project life cycle starts with recognizing a need.

ANS: T

	Feedback
<b>Correct</b>	The initiating phase of the project life cycle starts with recognizing a need, problem, or opportunity for which a project or projects are identified to address the need.
<b>Incorrect</b>	The initiating phase of the project life cycle starts with recognizing a need, problem, or opportunity for which a project or projects are identified to address the need.

PTS: 1                      DIF: E                      OBJ: 1. Discuss how projects are identified  
KEY: Knowledge

2. Every project that is identified is selected to be completed.

ANS: F

	Feedback
<b>Correct</b>	Sometimes organizations have several needs and limited funds and cannot select every project to be completed.
<b>Incorrect</b>	Sometimes organizations have several needs and limited funds and cannot select every project to be completed.

PTS: 1                      DIF: E                      OBJ: 1. Discuss how projects are identified  
KEY: Knowledge

3. Unexpected events are reasons for an organization to decide to initiate a project.

ANS: T

	Feedback
<b>Correct</b>	Projects are identified in various ways during an organization's strategic planning; in response to unexpected events, or as a result of a group of individuals deciding to organize a project to address a particular need. Projects are initiated after the project is identified.
<b>Incorrect</b>	Projects are identified in various ways during an organization's strategic planning; in response to unexpected events, or as a result of a group of individuals deciding to organize a project to address a particular need. Projects are initiated after the project is identified.

PTS: 1                      DIF: E                      OBJ: 1. Discuss how projects are identified  
KEY: Analysis

4. Quantitative benefits of a project are the intangible benefits of completing a project such as employee morale.

ANS: F

	Feedback
<b>Correct</b>	Quantitative benefits include the financial benefits. Intangible benefits such as employee morale are qualitative and may have an indirect effect that is immeasurable.
<b>Incorrect</b>	Quantitative benefits include the financial benefits. Intangible benefits such as employee morale are qualitative and may have an indirect effect that is immeasurable.

PTS: 1                      DIF: E  
OBJ: 2. Explain how projects are prioritized and selected                      KEY: Knowledge

5. Disadvantages for doing a project may have a positive impact on an organization.

ANS: T

	Feedback
<b>Correct</b>	One disadvantage for doing a project could be the extensive amount of investment necessary for the project. The organization could experience a positive impact by gaining market share or increasing organizational capacity from completing the project.
<b>Incorrect</b>	One disadvantage for doing a project could be the extensive amount of investment necessary for the project. The organization could experience a positive impact by gaining market share or increasing organizational capacity from completing the project.

PTS: 1                      DIF: M  
OBJ: 2. Explain how projects are prioritized and selected                      KEY: Analysis

6. Projects that are not similar cannot be compared when making a selection to move forward with a project.

ANS: F

	Feedback
<b>Correct</b>	The set of criteria for evaluation should include quantitative and qualitative factors that are important to the organization and will help to set the priority level of the projects.
<b>Incorrect</b>	The set of criteria for evaluation should include quantitative and qualitative factors that are important to the organization and will help to set the priority level of the projects.

PTS: 1                      DIF: M  
OBJ: 2. Explain how projects are prioritized and selected                      KEY: Analysis

7. The reaction of an advocacy group is categorized as a negative consequence for a project.

ANS: F

	Feedback
<b>Correct</b>	The reaction of an advocacy group could be favorable and be a positive benefit.
<b>Incorrect</b>	The reaction of an advocacy group could be favorable and be a positive benefit.

PTS: 1                      DIF: M  
 OBJ: 2. Explain how projects are prioritized and selected                      KEY: Application

8. Surveys of stakeholders can be used to gather only quantitative data.

ANS: F

	Feedback
<b>Correct</b>	Surveys of stakeholders can be used to gather quantitative and qualitative data necessary to make a decision about going forward with a project.
<b>Incorrect</b>	Surveys of stakeholders can be used to gather quantitative and qualitative data necessary to make a decision about going forward with a project.

PTS: 1                      DIF: M  
 OBJ: 2. Explain how projects are prioritized and selected                      KEY: Application

9. The project charter is also called a project authorization or a project initiation document.

ANS: T

	Feedback
<b>Correct</b>	The project charter is sometimes called a project authorization or a project initiation document.
<b>Incorrect</b>	The project charter is sometimes called a project authorization or a project initiation document.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

10. The project title should be a code word even if the project is not confidential.

ANS: F

	Feedback
<b>Correct</b>	The project title should be concise and communicate a vision for the end result of the project, unless confidentiality is necessary and a code name is used.
<b>Incorrect</b>	The project title should be concise and communicate a vision for the end result of the project, unless confidentiality is necessary and a code name is used.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

11. The project purpose in the project charter may include prior documents for selecting the project.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	The project purpose in the project charter summarizes the need and justification for the project and may reference prior documents for the rationale for the project.
<b>Incorrect</b>	The project purpose in the project charter summarizes the need and justification for the project and may reference prior documents for the rationale for the project.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

12. The project description in the project charter is a high-level description of the project and references more detailed documents regarding key performance requirements.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The project description in the project charter provides a high-level description of the project and may include the major tasks, major phases, and a work breakdown structure.
<b>Incorrect</b>	The project description in the project charter provides a high-level description of the project and may include the major tasks, major phases, and a work breakdown structure.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

13. The project objective in the project charter indicates the deliverable, schedule, and budget for a project.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The project objective in the project charter states what is expected to be accomplished and can include the expected time frame and the funds authorized.
<b>Incorrect</b>	The project objective in the project charter states what is expected to be accomplished and can include the expected time frame and the funds authorized.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

14. The success criteria in the project charter indicate the expected benefits of the project including what the expectations are for project success.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
<b>Incorrect</b>	The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.

PTS: 1                    DIF: E  
OBJ: 3. Identify and describe at least eight elements of a project charter  
KEY: Knowledge

15. Funding statements in a project charter may be broken into the amount authorized by project phase.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The funding amount listed in a project charter indicates the total amount of funds authorized for the project.
<b>Incorrect</b>	The funding amount listed in a project charter indicates the total amount of funds authorized for the project.

PTS: 1                    DIF: E  
OBJ: 3. Identify and describe at least eight elements of a project charter  
KEY: Knowledge

16. The major deliverables in the project charter describe the details of the work packages in the work breakdown structure.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	The major deliverables in the project charter state what is expected to be completed at the end of the project.
<b>Incorrect</b>	The major deliverables in the project charter state what is expected to be completed at the end of the project.

PTS: 1                    DIF: E  
OBJ: 3. Identify and describe at least eight elements of a project charter  
KEY: Knowledge

17. The acceptance criteria describe the criteria necessary for the sponsor to approve the deliverables.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
<b>Incorrect</b>	The acceptance criteria for a project describe the quantitative criteria for each major deliverable.

PTS: 1                    DIF: E  
OBJ: 3. Identify and describe at least eight elements of a project charter  
KEY: Knowledge

18. Meeting the acceptance criteria listed in the project charter means the customer is satisfied.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	Meeting the acceptance criteria means the deliverable has met the quantitative criteria; it does not mean that the customer is satisfied with the performance of the project team or the final deliverable.
<b>Incorrect</b>	Meeting the acceptance criteria means the deliverable has met the quantitative criteria; it does not mean that the customer is satisfied with the performance of the project team or the final deliverable.

PTS: 1

DIF: E

OBJ: 3. Identify and describe at least eight elements of a project charter

KEY: Knowledge

19. A milestone schedule lists target dates for phases of a project.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	A milestone schedule lists the target dates or times for the achievement of key events for the project. These key events could be deliverables or phases.
<b>Incorrect</b>	A milestone schedule lists the target dates or times for the achievement of key events for the project. These key events could be deliverables or phases.

PTS: 1

DIF: E

OBJ: 3. Identify and describe at least eight elements of a project charter

KEY: Knowledge

20. The project justification includes the key assumptions for the project.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
<b>Incorrect</b>	The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.

PTS: 1

DIF: E

OBJ: 3. Identify and describe at least eight elements of a project charter

KEY: Knowledge

21. The constraints for a project include the requirement to outsource due to the organization's lack of having expertise with its own staff.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The project's constraints describe requirements or limitations for the project.
<b>Incorrect</b>	The project's constraints describe requirements or limitations for the project.

PTS: 1                    DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

22. The project charter should include as many risks as can be brainstormed to be sure to have enough funds for contingencies.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	The project charter should identify major risks, which include any risk that the sponsor thinks has a high likelihood of occurrence or a high degree of potential impact.
<b>Incorrect</b>	The project charter should identify major risks, which include any risk that the sponsor thinks has a high likelihood of occurrence or a high degree of potential impact.

PTS: 1                    DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

23. Project approval requirements state when the sponsor wants to review the progress of the project and make decisions about moving to the next phase.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The approval requirements define the limits of authority of the project manager.
<b>Incorrect</b>	The approval requirements define the limits of authority of the project manager.

PTS: 1                    DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

24. If the project manager is selected in the initiating phase of the project, then the project manager is likely to participate in the development of the project charter for the project.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The project manager section of a project charter identifies the person from the organization that is assigned as the project manager. This person may prepare the project charter if selected early enough in the project life cycle.
<b>Incorrect</b>	The project manager section of a project charter identifies the person from the organization that is assigned as the project manager. This person may prepare the project charter if selected early enough in the project life cycle.



PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

25. A project should have weekly project status review meetings supplemented with written project reports.

ANS: F

	Feedback
<b>Correct</b>	The project's reporting requirements state the frequency and content of project status reviews and reports. The frequency should be often enough for the sponsor to approve the deliverables and for the project team to reduce problems due to project delays. This may be daily, weekly, or even monthly and is dependent upon the project.
<b>Incorrect</b>	The project's reporting requirements state the frequency and content of project status reviews and reports. The frequency should be often enough for the sponsor to approve the deliverables and for the project team to reduce problems due to project delays. This may be daily, weekly, or even monthly and is dependent upon the project.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

26. The sponsor designee is the project manager of the project.

ANS: F

	Feedback
<b>Correct</b>	The sponsor designee is the individual who the sponsor designates to act on behalf of the project sponsor and the project manager is accountable to this person.
<b>Incorrect</b>	The sponsor designee is the individual who the sponsor designates to act on behalf of the project sponsor and the project manager is accountable to this person.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

27. The approval date for the project is the project start date.

ANS: T

	Feedback
<b>Correct</b>	The approval signature and date in the project charter indicate that the sponsor has officially or formally authorized the project and the date is considered to be when the clock starts ticking for accomplishing the key milestones for the project.
<b>Incorrect</b>	The approval signature and date in the project charter indicate that the sponsor has officially or formally authorized the project and the date is considered to be when the clock starts ticking for accomplishing the key milestones for the project.

PTS: 1                    DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

28. All projects require a project charter to start the project.

ANS: F

	Feedback
<b>Correct</b>	Projects that are informal or done in response to an unexpected event may not be appropriate for a project charter.
<b>Incorrect</b>	Projects that are informal or done in response to an unexpected event may not be appropriate for a project charter.

PTS: 1                    DIF: E                    OBJ: 4. Prepare a project charter  
 KEY: Knowledge

29. A request for proposal is required for projects that are completed by an external contractor to an organization.

ANS: F

	Feedback
<b>Correct</b>	Projects that are informal or done in response to an unexpected event may not be appropriate to have a request for proposal.
<b>Incorrect</b>	Projects that are informal or done in response to an unexpected event may not be appropriate to have a request for proposal.

PTS: 1                    DIF: E                    OBJ: 5. Prepare a request for proposal  
 KEY: Knowledge

30. Part of preparing a request for proposal is soliciting the request to potential bidders on the project.

ANS: T

	Feedback
<b>Correct</b>	Organizations may have a list of potential bidders or may advertise in selected newspapers or websites.
<b>Incorrect</b>	Organizations may have a list of potential bidders or may advertise in selected newspapers or websites.

PTS: 1                    DIF: E                    OBJ: 5. Prepare a request for proposal  
 KEY: Knowledge

31. A request for proposals helps the organization decide which contractor to use.

ANS: T

	Feedback
<b>Correct</b>	A request for proposals helps the organization decide which contractor to use.
<b>Incorrect</b>	A request for proposals helps the organization decide which contractor to use.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

32. The purpose of preparing a request for proposal is to state, comprehensively and in detail, what is required, from the contractor's point of view, to address the identified need.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	The purpose of preparing a request for proposal is to state, comprehensively and in detail, what is required, from the customer's point of view, to address the identified need.
<b>Incorrect</b>	The purpose of preparing a request for proposal is to state, comprehensively and in detail, what is required, from the customer's point of view, to address the identified need.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

33. A good RFP allows contractors or a project team to understand what the customer expects.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	A good RFP allows contractors or a project team to understand what the customer expects.
<b>Incorrect</b>	A good RFP allows contractors or a project team to understand what the customer expects.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

34. The RFP must state the project objective or purpose, including any rational or background information that may be helpful to contractors so that they can prepare thorough and responsive proposals.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The RFP must state the project objective or purpose, including any rational or background information that may be helpful to contractors so that they can prepare thorough and responsive proposals.
<b>Incorrect</b>	The RFP must state the project objective or purpose, including any rational or background information that may be helpful to contractors so that they can prepare thorough and responsive proposals.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

35. An RFP must provide a statement of work.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	An RFP must provide a statement of work.
<b>Incorrect</b>	An RFP must provide a statement of work.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

36. The acceptance criteria deals with the scope of the project, outlining the tasks or work elements the customer wants the contractor or project team to perform.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	A statement of work deals with the scope of the project, outlining the tasks or work elements the customer wants the contractor or project team to perform.
<b>Incorrect</b>	A statement of work deals with the scope of the project, outlining the tasks or work elements the customer wants the contractor or project team to perform.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

37. The RFP must include the customer requirements and the name of the sponsor's designee

ANS: F

	<b>Feedback</b>
<b>Correct</b>	The RFP must include the customer requirements. The name of the sponsor's designee is not required even though knowing the name would be helpful for contacting the sponsor.
<b>Incorrect</b>	The RFP must include the customer requirements. The name of the sponsor's designee is not required even though knowing the name would be helpful for contacting the sponsor.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

38. The RFP should state what deliverables the customer expects the contractor to provide.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The RFP should state what deliverables the customer expects the contractor to provide.
<b>Incorrect</b>	The RFP should state what deliverables the customer expects the contractor to provide.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

39. The RFP should state the acceptance criteria the customer will use to determine if the project deliverables are completed according to the customer's requirements.

ANS: T

	Feedback
<b>Correct</b>	The RFP should state the acceptance criteria the customer will use to determine if the project deliverables are completed according to the customer's requirements.
<b>Incorrect</b>	The RFP should state the acceptance criteria the customer will use to determine if the project deliverables are completed according to the customer's requirements.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

40. The RFP should list any customer-supplied items.

ANS: T

	Feedback
<b>Correct</b>	The RFP should list any customer-supplied items.
<b>Incorrect</b>	The RFP should list any customer-supplied items.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

41. The RFP might state the approvals required by the contractor.

ANS: F

	Feedback
<b>Correct</b>	The RFP might state the approvals required by the customer.
<b>Incorrect</b>	The RFP might state the approvals required by the customer.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

42. Some RFPs mention the type of contract the customer intends to use.

ANS: T

	Feedback
<b>Correct</b>	Some RFPs mention the type of contract the customer intends to use.
<b>Incorrect</b>	Some RFPs mention the type of contract the customer intends to use.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

43. A contract might be for time and materials, in which case the customer will pay the contractor a fixed amount regardless of how much the work actually costs the contractor.

ANS: F

	Feedback
<b>Correct</b>	Fixed price contracts are contracts where the customer will pay the contractor a fixed amount regardless of how much the work actually costs the contractor.

<b>Incorrect</b>	Fixed price contracts are contracts where the customer will pay the contractor a fixed amount regardless of how much the work actually costs the contractor.
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PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

44. A contract might be for a fixed price; the customer will pay the contractor whatever the actual costs are for the materials and the time.

ANS: F

	<b>Feedback</b>
<b>Correct</b>	A contract might be for time and materials, the customer will pay the contractor whatever the actual costs are.
<b>Incorrect</b>	A contract might be for time and materials, the customer will pay the contractor whatever the actual costs are.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

45. An RFP might state the payment terms the customer intends to use.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	An RFP might state the payment terms the customer intends to use.
<b>Incorrect</b>	An RFP might state the payment terms the customer intends to use.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

46. The RFP should state the required schedule for completion of the project and key milestones.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The RFP should state the required schedule for completion of the project and key milestones.
<b>Incorrect</b>	The RFP should state the required schedule for completion of the project and key milestones.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

47. The RFP should provide instructions for the format and content of the contractor proposals.

ANS: T

	<b>Feedback</b>
<b>Correct</b>	The RFP should provide instructions for the format and content of the contractor proposals.
<b>Incorrect</b>	The RFP should provide instructions for the format and content of the contractor proposals.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

48. The RFP should indicate the due date by which the customer expects potential contractors to submit proposals.

ANS: T

	Feedback
<b>Correct</b>	The RFP should indicate the due date by which the customer expects potential contractors to submit proposals.
<b>Incorrect</b>	The RFP should indicate the due date by which the customer expects potential contractors to submit proposals.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

49. An RFP must indicate the funds the customer has available to spend on the project.

ANS: F

	Feedback
<b>Correct</b>	In rare cases an RFP will indicate the funds the customer has available to spend on the project.
<b>Incorrect</b>	In rare cases an RFP will indicate the funds the customer has available to spend on the project.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

50. It is fair to meet with potential contractors and provide information about the potential project while developing the RFP.

ANS: T

	Feedback
<b>Correct</b>	Business customers and contractors consider the RFP/proposal process to be a competitive situation. Each bidder should receive the same information.
<b>Incorrect</b>	Business customers and contractors consider the RFP/proposal process to be a competitive situation. Each bidder should receive the same information.

PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

51. Some potential contractors will know more about an organization due to prior contracts and relationships. This is an unfair advantage for those contractors to submit a proposal to an RFP.

ANS: F

	Feedback
<b>Correct</b>	Business customers and contractors consider the RFP/proposal process to be a competitive situation. Prior relationships and contracts are an advantage; they are not an unfair advantage. Unfair would be if the organization gave additional information to these prior contractors.

<b>Incorrect</b>	Business customers and contractors consider the RFP/proposal process to be a competitive situation. Prior relationships and contracts are an advantage; they are not an unfair advantage. Unfair would be if the organization gave additional information to these prior contractors.
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PTS: 1                      DIF: E                      OBJ: 5. Prepare a request for proposal  
KEY: Knowledge

**MULTIPLE CHOICE**

1. The first step in project selection is to
  - a. develop a set of criteria against which a project will be evaluated.
  - b. gather data and information for each project.
  - c. list assumptions.
  - d. evaluate each project against the criteria.

ANS: A

	<b>Feedback</b>
<b>A</b>	The first step in project selection is to develop a set of criteria against which the project will be evaluated. The criteria inform the types of data to be gathered, the assumptions that must be made, and evaluation that is made.
<b>B</b>	The first step in project selection is to develop a set of criteria against which the project will be evaluated. The criteria inform the types of data to be gathered, the assumptions that must be made, and evaluation that is made.
<b>C</b>	The first step in project selection is to develop a set of criteria against which the project will be evaluated. The criteria inform the types of data to be gathered, the assumptions that must be made, and evaluation that is made.
<b>D</b>	The first step in project selection is to develop a set of criteria against which the project will be evaluated. The criteria inform the types of data to be gathered, the assumptions that must be made, and evaluation that is made.

PTS: 1                      DIF: M                      KEY: Knowledge  
OBJ: 2. Explain how projects are prioritized and selected

2. An assumption for a construction project could be
  - a. the materials to be used to construct the building.
  - b. a grant will be secured to help fund the project.
  - c. the regulations and codes required for the building.
  - d. the size of the building that is to be constructed.

ANS: B

	<b>Feedback</b>
<b>A</b>	Assumptions are not guaranteed; they are assumed to be true. The materials, regulations, codes, and building size are part of the project plan and are not assumed.
<b>B</b>	Assumptions are not guaranteed; they are assumed to be true. The materials, regulations, codes, and building size are part of the project plan and are not assumed.
<b>C</b>	Assumptions are not guaranteed; they are assumed to be true. The materials, regulations, codes, and building size are part of the project plan and are not assumed.
<b>D</b>	Assumptions are not guaranteed; they are assumed to be true. The materials, regulations, codes, and building size are part of the project plan and are not assumed.

PTS: 1                      DIF: M                      KEY: Application  
OBJ: 2. Explain how projects are prioritized and selected



3. The final decision of which projects to select is the responsibility of
- a. the project evaluation team's members.
  - b. the project evaluation team.
  - c. community members.
  - d. the organization's owner, president, or department head.

ANS: D

	<b>Feedback</b>
<b>A</b>	A well-rounded evaluation committee and information from project stakeholders increase the chances of providing the best information to the final decision maker, the organization's owner, president, or department head.
<b>B</b>	A well-rounded evaluation committee and information from project stakeholders increase the chances of providing the best information to the final decision maker, the organization's owner, president, or department head.
<b>C</b>	A well-rounded evaluation committee and information from project stakeholders increase the chances of providing the best information to the final decision maker, the organization's owner, president, or department head.
<b>D</b>	A well-rounded evaluation committee and information from project stakeholders increase the chances of providing the best information to the final decision maker, the organization's owner, president, or department head.

PTS: 1

DIF: M

OBJ: 2. Explain how projects are prioritized and selected

KEY: Knowledge

4. A project charter summarizes
- a. the project objective.
  - b. the detailed description of the project.
  - c. the key conditions and parameters of the project.
  - d. the funding and contracting of the project.

ANS: C

	<b>Feedback</b>
<b>A</b>	A project charter summarizes the key conditions and parameters of the project.
<b>B</b>	A project charter summarizes the key conditions and parameters of the project.
<b>C</b>	A project charter summarizes the key conditions and parameters of the project.
<b>D</b>	A project charter summarizes the key conditions and parameters of the project.

PTS: 1

DIF: E

OBJ: 3. Identify and describe at least eight elements of a project charter

KEY: Knowledge

5. The project title should
- a. summarize the need and justification for the project.
  - b. state what is expected to be accomplished.
  - c. state the major end products or items expected to be produced.
  - d. be concise and create a vision for the end result of the project.

ANS: D

	<b>Feedback</b>
<b>A</b>	The project title should be concise and create a vision for the end result of the project.
<b>B</b>	The project title should be concise and create a vision for the end result of the project.

<b>C</b>	The project title should be concise and create a vision for the end result of the project.
<b>D</b>	The project title should be concise and create a vision for the end result of the project.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

6. The project purpose should
- a. summarize the need and justification for the project.
  - b. state what is expected to be accomplished.
  - c. state the major end products or items expected to be produced.
  - d. be concise and create a vision for the end result of the project.

ANS: A

	<b>Feedback</b>
<b>A</b>	The project purpose should summarize the need and justification for the project.
<b>B</b>	The project purpose should summarize the need and justification for the project.
<b>C</b>	The project purpose should summarize the need and justification for the project.
<b>D</b>	The project purpose should summarize the need and justification for the project.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

7. The project objective should
- a. summarize the need and justification for the project.
  - b. state what is expected to be accomplished.
  - c. state the major end products or items expected to be produced.
  - d. be concise and create a vision for the end result of the project.

ANS: B

	<b>Feedback</b>
<b>A</b>	The project objective should state what is expected to be accomplished.
<b>B</b>	The project objective should state what is expected to be accomplished.
<b>C</b>	The project objective should state what is expected to be accomplished.
<b>D</b>	The project objective should state what is expected to be accomplished.

PTS: 1                      DIF: E  
 OBJ: 3. Identify and describe at least eight elements of a project charter  
 KEY: Knowledge

8. The project acceptance criteria should
- a. summarize the need and justification for the project.
  - b. state the quantitative criteria expected for the products to be accomplished.
  - c. state the major end products or items expected to be produced.
  - d. be concise and create a vision for the end result of the project.

ANS: B

	<b>Feedback</b>
<b>A</b>	The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.
<b>B</b>	The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.
<b>C</b>	The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.
<b>D</b>	The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.

PTS: 1                      DIF: E

OBJ: 3. Identify and describe at least eight elements of a project charter

KEY: Knowledge

9. The implementation of the new procedure is expected to reduce costs of production by 10% over the next year. This is an example of the \_\_\_\_\_ in a project charter.
- a. acceptance criteria
  - b. project objective
  - c. project description
  - d. success criteria and expected benefits

ANS: D

	<b>Feedback</b>
<b>A</b>	The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
<b>B</b>	The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
<b>C</b>	The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
<b>D</b>	The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.

PTS: 1                      DIF: M

OBJ: 4. Prepare a project charter

KEY: Comprehension

10. The building constructed will have at least R-38 insulation rating for the ceiling and R-28 for the walls. This is an example of the \_\_\_\_\_ in a project charter.
- a. acceptance criteria
  - b. project objective
  - c. project description
  - d. success criteria and expected benefits

ANS: A

	<b>Feedback</b>
<b>A</b>	The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
<b>B</b>	The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
<b>C</b>	The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
<b>D</b>	The acceptance criteria for a project describe the quantitative criteria for each major deliverable.

PTS: 1                      DIF: M

OBJ: 4. Prepare a project charter

KEY: Comprehension

11. The new employees are expected to receive \$13 million of Fast Start training that will be provided by a state workforce development grant. This is an example of the \_\_\_\_\_ in a project charter.
- a. acceptance criteria
  - b. key assumptions
  - c. project description
  - d. success criteria and expected benefits

ANS: B

	<b>Feedback</b>
<b>A</b>	The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
<b>B</b>	The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
<b>C</b>	The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
<b>D</b>	The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.

PTS: 1

DIF: M

OBJ: 4. Prepare a project charter

KEY: Comprehension

12. A bidders meeting may be held to
- a. clarify the RFP and answer any questions from potential bidders.
  - b. provide additional information only to those that attend the meeting.
  - c. provide an unfair advantage to those at the meeting.
  - d. solicit feedback on the clarity of the RFP to change the project requirements.

ANS: A

	<b>Feedback</b>
<b>A</b>	Business or government customers may hold a bidders' meeting to explain the RFP and answer questions from interested contractors. Feedback would be solicited at a pre-RFP meeting to make changes before the RFP is distributed.
<b>B</b>	Business or government customers may hold a bidders' meeting to explain the RFP and answer questions from interested contractors. Feedback would be solicited at a pre-RFP meeting to make changes before the RFP is distributed.
<b>C</b>	Business or government customers may hold a bidders' meeting to explain the RFP and answer questions from interested contractors. Feedback would be solicited at a pre-RFP meeting to make changes before the RFP is distributed.
<b>D</b>	Business or government customers may hold a bidders' meeting to explain the RFP and answer questions from interested contractors. Feedback would be solicited at a pre-RFP meeting to make changes before the RFP is distributed.

PTS: 1

## SHORT ANSWER

1. List at least three ways projects are identified.

ANS:

Responses should include:

- a. during an organization's strategic planning

- b. in response to unexpected events,
- c. or as a result of a group of individuals deciding to organize a project to address a particular need

Projects are identified in various ways during an organization's strategic planning; in response to unexpected events, or as a result of a group of individuals deciding to organize a project to address a particular need.

**PTS:** 3                      **DIF:** M                      **OBJ:** 1. Discuss how projects are identified  
**KEY:** Comprehension

- 2. Housing Transitions, a local not-for-profit organization that provides temporary housing for people that are in transition (i.e., just moved into an area, lost their home due to an unexpected event, etc.), has noticed paint on the outside of the house is peeling. Describe a project that will advance their mission and solve the problem of the paint peeling.

**ANS:**

Responses should include information that will advance the mission of providing housing and painting the outside of the house. Be sure that the project described includes a deliverable, schedule, and budget. One possible solution is to have a painting party with members of the community that donate painting supplies and labor to paint the house. The party would take place the first weekend in June. The project should include those that would be in position to help people that may need a temporary home in the area.

The project should include information related to communicating the mission of Housing Transitions by reinforcing that the housing is a temporary place to stay until a permanent residence can be secured and taking care of the external walls of the house by securing painting supplies and labor necessary to satisfactorily removing the peeling paint and repainting the house.

**PTS:** 5                      **DIF:** H                      **OBJ:** 1. Discuss how projects are identified  
**KEY:** Application

- 3. List methods for gathering information from a project's stakeholders.

**ANS:**

List answers should include surveys, focus groups, interviews, and analysis of available reports.

Methods for gathering information from project stakeholders include surveys, focus groups, interviews, and analysis of available reports.

**PTS:** 3                      **DIF:** E                      **OBJ:** 2. Explain how projects are prioritized and selected                      **KEY:** Knowledge

- 4. James must gather information from a potential project's stakeholders for an upcoming meeting with management. The project would be to add 50 beds and an oncology center to the local hospital. List three stakeholders of the project and a possible way that James could gather information from the stakeholders.

**ANS:**

Responses will vary. Stakeholders could be employees, consumers, funding agency members, or community residents. Possible ways to gather the information could be surveys, focus groups, interviews, and analysis of available reports.

Stakeholders could be employees, consumers, funding agency members, or community residents. Possible ways to gather the information could be surveys, focus groups, interviews, and analysis of available reports.

**PTS:** 5                      **DIF:** H                      **OBJ:** 2. Explain how projects are prioritized and selected                      **KEY:** Evaluation

5. Describe the benefits and consequences of the project evaluation team reviewing each project against the project evaluation criteria before the committee meeting.

ANS:

Responses will vary. Benefits include an opportunity for each member to have thoughtful preparation prior to the meeting and having a personal opinion prior to the meeting. Consequences include that the positions are taken from the perspective of the individual and the individual may not have the expertise necessary to evaluate all the aspects of every project.

Project evaluation teams are made up of people with a variety of skills to have a broad perspective for the evaluation. Each person on the team would have an opportunity to have evaluated the projects from their perspective and expertise then bring that expertise to the evaluation committee meeting.

PTS: 5

DIF: H

OBJ: 2. Explain how projects are prioritized and selected

KEY: Evaluation

6. List eight elements that could be included in a project charter. Describe why each element is valuable to the project charter.

ANS:

Listed are the project elements and what each one adds to a project charter. Each helps with the planning of the project and moving from the initiating to the planning phase of the project.

- a. project title communicates a vision for the end result of the project, unless confidentiality is necessary and a code name is used.
- b. purpose summarizes the need and justification for the project.
- c. description provides a high-level description of the project and may include the major tasks, major phases, and a work breakdown structure.
- d. Objective states what is expected to be accomplished.
- e. success criteria or expected benefits indicate the quantitative benefits of the project.
- f. funding indicates the total amount of funds authorized for the project.
- g. major deliverables state what is expected to be completed at the end of the project.
- h. acceptance criteria describe the quantitative criteria for each major deliverable.
- i. milestone schedule lists the target dates or times for the achievement of key events for the project.
- j. key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
- k. constraints describe requirements or limitations for the project.
- l. major risks identify any risk that the sponsor thinks has a high likelihood of occurrence or a high degree of potential impact.
- m. approval requirements define the limits of authority of the project manager.
- n. project manager identifies the person from the organization that is assigned as the project manager.
- o. reporting requirements state the frequency and content of project status reviews and reports.
- p. sponsor designee state who the sponsor designates to act on behalf of the project sponsor.
- q. approval signature and date indicate that the sponsor has officially or formally authorized the project.

The project charter authorizes the project to go forward and provides the key conditions and parameters that are the framework for the project manager and the project team to develop a detailed baseline plan for performing the project.

PTS: 16

DIF: M

OBJ: 3. Identify and describe at least eight elements of a project charter

KEY: Analysis

7. An RFP may include the evaluation criteria that will be used to evaluate proposals from competing contractors. List at least three evaluation criteria that might be included in an RFP.

ANS:

Criteria might include the following:

- a. the contractor's experience with similar projects
- b. the technical approach proposed by the contractor
- c. the schedule
- d. the costs

An RFP may include the evaluation criteria that will be used to evaluate proposals from competing contractors. Criteria might include the following:

- a. the contractor's experience with similar projects
- b. the technical approach proposed by the contractor
- c. the schedule
- d. the costs

PTS: 3

DIF: M

OBJ: 5. Prepare a request for proposal

KEY: Comprehension