1. A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* True, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

*Incorrect* True, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

1. A research firm secured $2 million to evaluate the treatment of water in selected countries over the next three years. This is an example of a project.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* True, this is a project with a specific objective that is accomplished through a unique set of interrelated tasks and the effective utilization of resources.

*Incorrect* True, this is a project with a specific objective that is accomplished through a unique set of interrelated tasks and the effective utilization of resources.

1. The Department of Transportation hired a company to build a six-lane highway between two cities. This is an example of a project.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* True, this is a project with a specific through a unique set of interrelated tasks and the effective utilization of resources.

*Incorrect* True, this is a project with a specific through a unique set of interrelated tasks and the effective utilization of resources.

1. A group volunteered to keep a section of highway clean. This is an example of a project.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* False, this is not a project. It is not a unique set of interrelated tasks and the effective utilization of resources. A specific day with volunteers would be a project.

*Incorrect* False, this is not a project. It is not a unique set of interrelated tasks and the effective utilization of resources. A specific day with volunteers would be a project.

1. The outcome of a project is a tangible end product.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The outcome of a project is a tangible end product.

*Incorrect* The outcome of a project is a tangible end product.

1. A project is an endeavor to accomplish a specific objective through a unique set of nonrelated tasks and the effective utilization of resources.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* False, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

*Incorrect* False, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

1. Every project has a starting date and an ending date.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* Every project has a starting date and an ending date.

*Incorrect* Every project has a starting date and an ending date.

1. A project has a clear objective.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A project has a clear objective.

*Incorrect* A project has a clear objective.

1. The project objective requires completing the project work scope on time and within budget.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project objective requires completing the project work scope on time and within budget.

*Incorrect* The project objective requires completing the project work scope on time and within budget.

1. Expected benefits and outcomes may be included in the project objective.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* Expected benefits and outcomes may be included in the project objective.

*Incorrect* Expected benefits and outcomes may be included in the project objective.

1. A project is carried out through a series of independent tasks.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A project is carried out through a series of interdependent tasks.

*Incorrect* A project is carried out through a series of interdependent tasks.

1. A project utilizes various resources to carry out the tasks.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A project utilizes various resources to carry out the tasks.

*Incorrect* A project utilizes various resources to carry out the tasks.

1. Resources can include people, organizations, equipment, materials, and facilities.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* Resources can include people, organizations, equipment, materials, and facilities.

*Incorrect* Resources can include people, organizations, equipment, materials, and facilities.

1. A project has an unlimited time frame.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A project has a specific time frame.

*Incorrect* A project has a specific time frame.

1. A project has a sponsor or customer.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A project has a sponsor or customer.

*Incorrect* A project has a sponsor or customer.

1. The sponsor provides funds to accomplish the project.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The sponsor provides funds to accomplish the project. Projects that are completed internal require funds to support the effort even if no money changes budgets.

*Incorrect* The sponsor provides funds to accomplish the project. Projects that are completed internal require funds to support the effort even if no money changes budgets.

1. A project involves degree of uncertainty that remains the same as the project progresses.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A project involves a degree of uncertainty that is reduced as the project progresses as estimates and assumptions are more accurate.

*Incorrect* A project involves a degree of uncertainty that is reduced as the project progresses as estimates and assumptions are more accurate.

1. People are the only resource used in a project.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Resources can include people, organizations, equipment, materials, and facilities.

*Incorrect* Resources can include people, organizations, equipment, materials, and facilities.

1. A project's stakeholders will always include only representatives from the sponsor's organization.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A project's stakeholders may include representatives from other organizations in addition to the sponsor organization.

*Incorrect* A project's stakeholders may include representatives from other organizations in addition to the sponsor organization.

1. A project is completed through a number of repetitive tasks.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Interdependent tasks are non-repetitive tasks. A project is carried out through a series of interdependent tasks.

*Incorrect* Interdependent tasks are non-repetitive tasks. A project is carried out through a series of interdependent tasks.

1. Introduction of a new process to ship packages for a firm is an example of a project objective.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* False, the statement is missing the schedule and the budget.

*Incorrect* False, the statement is missing the schedule and the budget.

1. Determining the market for a product for a gain of 5% market share within 18 months and $20,000 budget. This is an example of a project objective.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* True, the statement includes a deliverable, schedule, and budget.

*Incorrect* True, the statement includes a deliverable, schedule, and budget.

1. A project objective is the tangible end product that the project team must produce or deliver.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A project objective is the tangible end product that the project team must produce or deliver.

*Incorrect* A project objective is the tangible end product that the project team must produce or deliver.

1. The project objective is usually defined in terms of end product, schedule, and budget.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A project objective is the tangible end product that the project team must produce or deliver. The project objective is usually defined in terms of end product, schedule, and budget.

*Incorrect* A project objective is the tangible end product that the project team must produce or deliver. The project objective is usually defined in terms of end product, schedule, and budget.

1. The project objective requires completing the project work scope and producing all the deliverables by a certain time and within budget.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project objective requires completing the project work scope and producing all the deliverables by a certain time and within budget.

*Incorrect* The project objective requires completing the project work scope and producing all the deliverables by a certain time and within budget.

1. Projects are constrained only by the scope, schedule, and budget.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Projects are constrained by many factors. Projects can also be constrained by factors such as quality, resources, risks, and customer satisfaction.

*Incorrect* Projects are constrained by many factors. Projects can also be constrained by factors such as quality, resources, risks, and customer satisfaction.

1. The project scope is all the work that must be done in order to produce all the project deliverables, satisfy the customer, and accomplish the project objective.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project scope is all the work that must be done for the project.

*Incorrect* The project scope is all the work that must be done for the project.

1. All the work involved with clearing a sidewalk after a heavy snow storm is an example of a project's scope.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project scope is all the work that must be done for the project.

*Incorrect* The project scope is all the work that must be done for the project.

1. Quality expectations are only defined at the start of the project.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Quality expectations must be defined from the onset of the project. Specifications may change to meet new code requirements and be modified as the project moves forward.

*Incorrect* Quality expectations must be defined from the onset of the project. Specifications may change to meet new code requirements and be modified as the project moves forward.

1. The schedule for a project is a timetable with only start times for tasks.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A schedule for a project is a timetable that specifies when each task or activity should start and finish.

*Incorrect* A schedule for a project is a timetable that specifies when each task or activity should start and finish.

1. The amount the sponsor has agreed to pay for acceptable project deliverables is the project budget.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project budget is the amount the project sponsor has agreed to pay for a project. If the project budget is overrun, the overrun is an expense that the contractor will have to absorb.

*Incorrect* The project budget is the amount the project sponsor has agreed to pay for a project. If the project budget is overrun, the overrun is an expense that the contractor will have to absorb.

1. The collapse of a retaining wall could be a risk to the project objective for a garden construction project.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A risk could adversely affect accomplishing the project objective.

*Incorrect* A risk could adversely affect accomplishing the project objective.

1. The level of effort is the same for all four phases of the generic project life cycle.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* The relative level of effort and time devoted varies depending upon the project.

*Incorrect* The relative level of effort and time devoted varies depending upon the project.

1. A project is initiated when a need is identified by a contractor.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Projects are initiated when a need is identified by a sponsor, the people or the organization willing to provide funds to have the need satisfied.

*Incorrect* Projects are initiated when a need is identified by a sponsor, the people or the organization willing to provide funds to have the need satisfied.

1. A request for proposals is used to initiate all projects by communicating that a project is needed.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Some projects are completed internally or by request of the sponsor and do not have a request for proposal.

*Incorrect* Some projects are completed internally or by request of the sponsor and do not have a request for proposal.

1. When establishing the project objectives, the objective must be agreed upon by the project sponsor.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* When establishing the project objectives, the objective must be agreed upon by the project sponsor.

*Incorrect* When establishing the project objectives, the objective must be agreed upon by the project sponsor.

1. The project scope document should include a list of deliverables and associated acceptance criteria.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project scope document should include a list of deliverables and associated acceptance criteria.

*Incorrect* The project scope document should include a list of deliverables and associated acceptance criteria.

1. A network diagram is a hierarchical decomposition of the project scope into work elements to be executed to produce the project deliverables.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A work breakdown structure is a hierarchical decomposition of the project scope into work elements to be executed to produce the project deliverables.

*Incorrect* A work breakdown structure is a hierarchical decomposition of the project scope into work elements to be executed to produce the project deliverables.

1. A person or organization responsible for each work item should be identified to assign responsibility while planning the project.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* A person or organization responsible for each work item should be identified.

*Incorrect* A person or organization responsible for each work item should be identified.

1. A work breakdown structure shows the necessary sequence and dependent relationships of the detailed activities for a project.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* A network diagram shows the necessary sequence and dependent relationships of the detailed activities for a project.

*Incorrect* A network diagram shows the necessary sequence and dependent relationships of the detailed activities for a project.

1. The amount of estimated resources helps to determine the estimated durations.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The amount of estimated resources helps to determine the estimated durations.

*Incorrect* The amount of estimated resources helps to determine the estimated durations.

1. The estimated duration of the project is dependent upon the sequence of activities.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The estimated duration of the project is dependent upon the sequence of activities.

*Incorrect* The estimated duration of the project is dependent upon the sequence of activities.

1. The types and quantities of resources to be used for the activities are the base for the estimated project cost.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The types and quantities of resources to be used for the activities are the base for the estimated project cost.

*Incorrect* The types and quantities of resources to be used for the activities are the base for the estimated project cost.

1. The project budget includes costs for each activity plus other project costs such as administrative costs and overhead costs.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The project budget includes costs for each activity plus other project costs such as administrative costs and overhead costs.

*Incorrect* The project budget includes costs for each activity plus other project costs such as administrative costs and overhead costs.

1. Globalization changes the dynamics of a project and adds a layer of complexity that can reduce the risks of accomplishing the project outcome.
   1. True
   2. False

*ANSWER:* False

*FEEDBACK: Correct* Globalization changes the dynamics of a project and adds a layer of complexity that can adversely affect the project outcome.

*Incorrect* Globalization changes the dynamics of a project and adds a layer of complexity that can adversely affect the project outcome.

1. The Project Management Institute is a worldwide not-for-profit organization of practitioners that certifies project management professionals.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* Approximately 400,000 individuals worldwide hold PMI credentials.

*Incorrect* Approximately 400,000 individuals worldwide hold PMI credentials.

1. A satisfied customer is a benefit of implementing project management techniques.
   1. True
   2. False

*ANSWER:* True

*FEEDBACK: Correct* The ultimate benefit of implementing project management techniques is having a satisfied customer.

*Incorrect* The ultimate benefit of implementing project management techniques is having a satisfied customer.

1. Which of the following is not an example of a project?
   1. Starting-up a restaurant
   2. Creating a website for a company
   3. Raising money for a disaster relief trip
   4. Emptying the recycling everyday

*ANSWER:* d

*FEEDBACK:* a. A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. The one choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.

* + 1. A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. The one choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.
    2. A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. The one choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.
    3. A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. This choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.

1. The following mechanisms help to assure quality expectations are met:
   1. Audits, inspections, and standards throughout the project.
   2. Inspections only at the end of the project.
   3. Only a list of standards is needed at the start of the project
   4. No mechanisms are needed to assure quality.

*ANSWER:* a

*FEEDBACK:* a. Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.

* + 1. Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.
    2. Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.
    3. Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.

1. The usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
   1. Project schedule
   2. Project objective
   3. Task timetable
   4. Project scope

*ANSWER:* b

*FEEDBACK:* a. The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.

* + 1. The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
    2. The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
    3. The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.

1. The project budget is based on
   1. how well the project manager can use accounting software.
   2. the estimated costs associated with the quantities of resources to be used.
   3. the actual costs of the resources used for the project.
   4. the costs to do the resources before any indirect costs.

*ANSWER:* b

*FEEDBACK:* a. The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.

* + 1. The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.
    2. The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.
    3. The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.

1. Costs for resources on a project could include all the following except
   1. fees for subcontractors to perform project tasks
   2. salaries of people who will work on the project
   3. rental of facilities
   4. costs for equipment that extends beyond the project time

*ANSWER:* d

*FEEDBACK:* a. Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.

* + 1. Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.
    2. Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.
    3. Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.

1. A plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks
   1. risk development
   2. risk management
   3. risk mitigation
   4. risk avoidance

*ANSWER:* b

*FEEDBACK:* a. A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.

* + 1. A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.
    2. A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.
    3. A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.

1. Projects are identified and selected in the
   1. initiating phase.
   2. planning phase.
   3. performing phase.
   4. closing phase.

*ANSWER:* a

*FEEDBACK:* a. In the initiating phase, projects are identified and selected.

* + 1. In the initiating phase, projects are identified and selected.
    2. In the initiating phase, projects are identified and selected.
    3. In the initiating phase, projects are identified and selected.

1. Resources are identified and selected in the
   1. initiating phase.
   2. planning phase.
   3. performing phase.
   4. closing phase.

*ANSWER:* b

*FEEDBACK:* a. The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.

* + 1. The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.
    2. The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.
    3. The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.

1. The project plan is executed in the
   1. initiating phase.
   2. planning phase.
   3. performing phase.
   4. closing phase.

*ANSWER:* c

*FEEDBACK:* a. In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.

* + 1. In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.
    2. In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.
    3. In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.

1. Projects documents are organized and archived in the
   1. initiating phase.
   2. planning phase.
   3. performing phase.
   4. closing phase.

*ANSWER:* d

*FEEDBACK:* a. In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.

* + 1. In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.
    2. In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.
    3. In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.

1. While performing the work, all the activities in the baseline plan must be performed in accordance to
   1. what the person responsible for the activity wants.
   2. lesson learned from prior projects.
   3. how the sponsor has completed all their projects in the past.
   4. the project schedule and technical specifications.

*ANSWER:* d

*FEEDBACK:* a. All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.

* + 1. All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.
    2. All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.
    3. All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.

1. Corrective action must be taken for a project when
   1. actual progress to the planned progress shows the progress is ahead of schedule.
   2. the technical specifications have been met.
   3. the actual cost of the activities is less than the funds received for the work completed.
   4. the actual progress is less than the planned progress.

*ANSWER:* d

*FEEDBACK:* a. If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.

* + 1. If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.
    2. If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.
    3. If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.

1. Give an example of a project.

*ANSWER:* Open ended responses. Answer should describe the unique set of interrelated tasks and the effective use of resources.

If correct, Yes, that is a project with a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.

If not correct, No, that is not a project. A project has a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.

1. Describe a project that could be completed to help repair a city that has been damaged by an earthquake.

*ANSWER:* Open ended responses. Answer should describe the unique set of interrelated tasks and the effective use of resources.

If correct, Yes, that is a project with a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.

If not correct, No, that is not a project. A project has a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.

1. Give an example of a project objective.

*ANSWER:* Answers will vary. Response includes a deliverable, schedule, and budget.

1. List examples of three projects.

*ANSWER:* Student answers will vary. Responses should include a specific objective that is accomplished through a unique set of interrelated tasks and the effective utilization of resources.

Recall, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

1. The schedule for a project specifies when each task should .

*ANSWER:* The schedule for a project specifies when each task should start and finish.

A schedule for a project is a timetable that specifies when each task or activity should start and finish.

1. Describe five things that a project manager can do to make sure a customer is satisfied:

*ANSWER:* Responses will vary. These are five suggested responses.

* 1. complete the project scope within budget and on time
  2. develop and maintain an excellent working relationship throughout the project
  3. maintain ongoing communication during project with regularly scheduled meetings
  4. manage of changes to the project that are approved by the customer
  5. being continually aware of the degree of the customer's satisfaction during the course of the project.

Customer satisfaction goes beyond completing the project scope within budget and on schedule or asking if the customer is satisfied at the end of the project.

1. Jake, a project manager for XYS Company, is developing the project plan for the implementation of a new technique to reduce the level of carbon dioxide emitted after a manufacturing process. Sara, a project manager for ABG Company, is developing a project plan to survey customers about how they have implemented a new product. Describe the similarities and differences of at least three project constraints that Jake and Sara may face during their projects.

*ANSWER:* Responses will vary. Responses should include a description of at least three project constraints and how they may be similar and different for the two projects.

The successful accomplishment of the project objective could be constrained by many factors, including scope, quality, schedule, budget, resources, risks, and customer satisfaction.

1. Describe what it means to "*plan the work and then work the plan*."

*ANSWER:* Responses will vary. Responses should include the need to describe how the project scope will be accomplished within budget and on schedule and then that plan will be implemented with a project timeline.

Before jumping in and starting the project, the project team or contractor must take sufficient time to properly plan the project.

1. Describe what each of the following mean in project planning: what, how, who, how long, and how much.

*ANSWER:* Responses will vary. Responses should include what needs to be done (scope, deliverables), how it will get done (activities, sequence), who will do it (resources, responsibility), how long it will take (durations, schedule), and how much it will cost (budget).

Project planning involves what needs to be done (scope, deliverables), how it will get done (activities, sequence), who will do it (resources, responsibility), how long it will take (durations, schedule), and how much it will cost (budget).

1. Describe benefits of including the people that will be involved in performing the project when planning the project.

*ANSWER:* Responses will vary. Responses may include the benefits of including people that will be involved in the performing the project may increase the commitment to accomplishing the plan, help to obtain accurate estimates of the effort to complete tasks, and help to complete the project within budget and on schedule.

The benefits of including people that will be involved in the performing the project during the planning may increase the commitment to accomplishing the plan, help to obtain accurate estimates of the effort to complete tasks, and help to complete the project within budget and on schedule.

1. Give an example of a project and describe when its performing phase is complete?

*ANSWER:* Responses will vary. Responses should include that the project objectives have been accomplished, leaving the customer satisfied that the full scope of the work and deliverables were completed according to specifications, within budget, and on time.

The performing phase is complete when the project objectives have been accomplished, leaving the customer satisfied that the full scope of the work and deliverables were completed according to specifications, within budget, and on time.

1. Why should feedback be obtained from a project's sponsor?

*ANSWER:* Responses will vary. Responses should include that feedback is helpful to determine whether the anticipated benefits from the project were achieved, assess the level of customer satisfaction, and obtain any feedback that would be helpful in future business relationships with this customer or other customers.

Feedback from the project sponsor is helpful include to determine whether the anticipated benefits from the project were achieved, assess the level of customer satisfaction, and obtain any feedback that would be helpful in future business relationships with this customer or other customers.

1. The project management process involves two major functions: first establishing a plan and then executing that plan to accomplish the project objective. Describe how the project manager can help these two functions be successful.

*ANSWER:* Responses will vary. Responses should include a description of how the project manager plans, organizes, coordinates, leads, and controls resources to accomplish the project objective.

The project manager plans, organizes, coordinates, leads, and controls resources to accomplish the project objective.

1. The project planning process of project management includes what steps?

*ANSWER:* a. establish project objective

1. define scope
2. create a work breakdown structure
3. assign responsibility
4. define specific activities
5. sequence activities
6. estimate activity resources
7. estimate activity durations
8. develop project schedule
9. estimate activity costs
10. determine budget
11. How could currency fluctuations and exchange rates impact the accomplishment of the project objective and customer satisfaction?

*ANSWER:* Responses will vary. Responses should include suggestions that the prices of resources may change and cause the budget to be exceeded and the customer may not be satisfied.

Currency fluctuations and exchange rates impact the prices of resources. These changes may cause the budget to be exceeded.

1. Describe how communication could be impacted for a project that is a multinational and multilingual project.

*ANSWER:* Responses will vary. Responses should include issues associated with translation and interpretation of the meaning of e-mails and documents.

Multinational and multilingual project communications may be facilitated with the adoption of translation software to help with interpretation.

1. The list that includes key contact information, role or specific topics of interest, expectations, any known issues, and areas of potential influence for each stakeholder is known as the
   1. stakeholder register.
   2. list of prior projects.
   3. lessons learned list.
   4. project technical specifications.

*ANSWER:* a

1. The stakeholder register is a convenient tool to keep
   1. stakeholders at a distance from the project.
   2. all stakeholder information consolidated and up-to-date.
   3. all communications open to all stakeholders.
   4. lessons learned.

*ANSWER:* b

1. A stakeholder has concerns about a project, the project team should
   1. wait for the stakeholder to contact the project manager about the concern.
   2. prepare a defense for their project decisions.
   3. write letters to all the stakeholders to not worry about the project.
   4. be proactive and contact the stakeholder.

*ANSWER:* d

1. A project team is contacted by a stakeholder about a concern related to their project, the project team should
   1. communicate with the stakeholder individually to deal with the concern.
   2. send a mass email to all stakeholders to let them know the project is on time and under budget.
   3. ignore the concern because one stakeholder is not important.
   4. share the concern with all the other stakeholders to see if they agree.

*ANSWER:* a