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Continuing Education Course #011
Technical Side of Project Management

1. Work Breakdown Structure is defined as a project failure audit.
 - a. True
 - b. False
2. The work package is the lowest element of a work breakdown structure.
 - a. True
 - b. False
3. A work package has all of the following characteristics except:
 - a. Clearly defined ownership
 - b. Clearly defined start and end date
 - c. A team organization chart
 - d. Results that can be compared with expectations
 - e. A specific budget
4. Network diagrams facilitate communications:
 - a. Among project team members
 - b. Between the project team and the rest of the organization
 - c. Between the project team and external suppliers
 - d. Between the project team and the customer
 - e. All of the above
5. In general, critical path activities must be completed on time in order for the overall project to be completed on time.
 - a. True
 - b. False
6. The acronym "AON" means:
 - a. Area of negotiation
 - b. Application oriented networking
 - c. Association of networkers
 - d. Activity on node
 - e. none of the above
7. Looping is an effective tool in networking.
 - a. True
 - b. False
8. Network diagrams always begin and end with a "Burst Activity".
 - a. True
 - b. False

9. Duration estimation methods include:

- a. Past experience
- b. Expert opinion
- c. Mathematical derivation
- d. All of the above

10. The critical path is the longest path from end to end which determines the shortest project length.

- a. True
- b. False

11. The forward pass rule for network diagramming at a merge point is to set the early start for the successor equal to the largest preceding early finish.

- a. True
- b. False

12. Completing the forward pass through the network diagram gives you the project duration.

- a. True
- b. False

13. None of the activities on the critical path have any slack time.

- a. True
- b. False

14. One method of reducing project duration is to overlap sequential activities.

- a. True
- b. False

15. Dollar day trade-offs are a method of shortening the project duration

- a. True
- b. False

16. Gantt charts link activities to a calendar.

- a. True
- b. False

17. Crashing projects is defined as accelerating a project by committing more resources than initially planned.

- a. True
- b. False

18. Methods for crashing projects include:

- a. Improving productivity
- b. Changing work methods
- c. Increasing the quantity of resources
- d. All of the above

19. The principal reason to crash a project is to:

- a. Reduce the cost of the project
- b. Shorten the project duration
- c. Eliminate waste
- d. Reduce project staff
- e. None of the above

20. One of the steps in the “Project Control Cycle” is:
- a. Taking inventory of available resources
 - b. Assigning tasks
 - c. Measuring progress
 - d. Defining the role of managers
 - e. None of the above
21. Project “S-Curve” analysis compares _____ to elapsed time.
- a. Cumulative cost
 - b. Completion of tasks
 - c. Project earnings
 - d. Actual work completed
 - e. None of the above
22. Project “S-Curve” analysis always gives an accurate measure of project progress.
- a. True
 - b. False
23. Milestones are events or stages of the project that represent a significant accomplishment.
- a. True
 - b. False
24. Milestone analysis can be used to:
- a. Help coordinate schedules
 - b. Delineate Work Packages
 - c. Motivate the team
 - d. Offer reevaluation points
 - e. All of the above
25. The principal flaw in milestone analysis is that it occurs after the fact and is reactive.
- a. True
 - b. False
26. Tracking Gantt charts link task completions to the project schedule baseline.
- a. True
 - b. False
27. Tracking Gantt charts are a good method of tracking project costs.
- a. True
 - b. False
28. Earned Value Management tracks project performance, cost and schedule.
- a. True
 - b. False
29. Earned Value divided by Planned Value defines:
- a. Project liquidity
 - b. Projected cost to complete
 - c. The schedule variance
 - d. The schedule performance index
30. The weakness of Earned Value Management is that it relies on percentage completion estimates.

- a. True
- b. False

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