CHAPTER 2: IDENTIFYING AND SELECTING PROJECTS

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

   ANSWER:　　True

   FEEDBACK:　*Correct*　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.

   　　　　　Incorrect　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.

2. Every project that is identified is selected to be completed.
   a. True
   b. False

   ANSWER:　　False

   FEEDBACK:　*Correct*　Sometimes organizations have several needs and limited funds and cannot select every project to be completed.

   　　　　　Incorrect　Sometimes organizations have several needs and limited funds and cannot select every project to be completed.

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

   ANSWER:　　True

   FEEDBACK:　*Correct*　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.

   　　　　　Incorrect　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.

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

   ANSWER:　　False

   FEEDBACK:　*Correct*　Quantitative benefits include the financial benefits. Intangible benefits such as employee morale are qualitative and may have an indirect effect that is immeasurable.

   　　　　　Incorrect　Quantitative benefits include the financial benefits. Intangible benefits such as employee morale are qualitative and may have an indirect effect that is immeasurable.

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

   ANSWER: True
   FEEDBACK: *Correct*   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.
   Incorrect 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.

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

   ANSWER: False
   FEEDBACK: *Correct*   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.
   Incorrect 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.

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

   ANSWER: False
   FEEDBACK: *Correct*   The reaction of an advocacy group could be favorable and be a positive benefit.
   Incorrect The reaction of an advocacy group could be favorable and be a positive benefit.

8. The project charter is also called a project authorization or a project initiation document.
   a. True
   b. False

   ANSWER: True
   FEEDBACK: *Correct*   The project charter is sometimes called a project authorization or a project
   initiation document.
   Incorrect The project charter is sometimes called a project authorization or a project
   initiation document.

9. Surveys of stakeholders can be used to gather only quantitative data.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   Surveys of stakeholders can be used to gather quantitative and qualitative date necessary
                                         to make a decision about going forward with a project.
                      Incorrect Surveys of stakeholders can be used to gather quantitative and qualitative date necessary
                                         to make a decision about going forward with a project.

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

    ANSWER: False
    FEEDBACK: *Correct*   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.
                      Incorrect 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.

11. The project purpose in the project charter may include prior documents for selecting the project.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   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.
                      Incorrect 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.

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.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   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.
                      Incorrect 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.

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

    ANSWER: True

    FEEDBACK: *Correct*   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.

               Incorrect 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.

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

    ANSWER: True

    FEEDBACK: *Correct*   The success criteria or expected benefits in the project charter indicate the
                             quantitative benefits of the project.

               Incorrect The success criteria or expected benefits in the project charter indicate the
                             quantitative benefits of the project.

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

    ANSWER: True

    FEEDBACK: *Correct*   The funding amount listed in a project charter indicates the total amount of funds
                             authorized for the project.

               Incorrect The funding amount listed in a project charter indicates the total amount of funds
                             authorized for the project.

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

    ANSWER: False

    FEEDBACK: *Correct*   The major deliverables in the project charter state what is expected to be completed at
                             the end of the project.

               Incorrect The major deliverables in the project charter state what is expected to be completed at
                             the end of the project.

17. The acceptance criteria describe the criteria necessary for the sponsor to approve the deliverables.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   The acceptance criteria for a project describe the quantitative criteria for each
                           major deliverable.
                 Incorrect The acceptance criteria for a project describe the quantitative criteria for each
                           major deliverable.

18. Meeting the acceptance criteria listed in the project charter means the customer is satisfied.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   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.
                 Incorrect 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.

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

    ANSWER: True
    FEEDBACK: *Correct*   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.
                 Incorrect 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.

20. The project justification includes the key assumptions for the project.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   The key assumptions include those in the base for the project justification and
                           rationale, and include assumptions about resources for the project.
                 Incorrect The key assumptions include those in the base for the project justification and
                           rationale, and include assumptions about resources for the project.

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

    ANSWER: True

    FEEDBACK: *Correct*   The project's constraints describe requirements or limitations for the project.

                    Incorrect The project's constraints describe requirements or limitations for the project.

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

    ANSWER: False

    FEEDBACK: *Correct*   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.

                    Incorrect 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.

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.
    a. True
    b. False

    ANSWER: True

    FEEDBACK: *Correct*   The approval requirements define the limits of authority of the project manager.

                    Incorrect The approval requirements define the limits of authority of the project manager.

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.
    a. True
    b. False

    ANSWER: True

    FEEDBACK: *Correct* 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.

                    Incorrect 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.

25. A project should have weekly project status review meetings supplemented with written project reports.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   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.

    Incorrect 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.

26. The sponsor designee is the project manager of the project.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   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.

    Incorrect 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.

27. The approval date for the project is the project start date.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   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.

    Incorrect 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.

28. All projects require a project charter to start the project.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   Projects that are informal or done in response to an unexpected event may not be appropriate for a project charter.

    Incorrect Projects that are informal or done in response to an unexpected event may not be appropriate for a project charter.

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

    ANSWER: False
    FEEDBACK: *Correct* Projects that are informal or done in response to an unexpected event may not
             be appropriate to have a request for proposal.
          Incorrect Projects that are informal or done in response to an unexpected event may not
             be appropriate to have a request for proposal.

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

    ANSWER: True
    FEEDBACK: *Correct* Organizations may have a list of potential bidders or may advertise in selected
             newspapers or websites.
          Incorrect Organizations may have a list of potential bidders or may advertise in selected
             newspapers or websites.

31. A request for proposals helps the organization decide which contractor to use.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct* A request for proposals helps the organization decide which contractor to use.
          Incorrect A request for proposals helps the organization decide which contractor to use.

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.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct* 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.
          Incorrect 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.

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

    ANSWER:　　　True

    FEEDBACK: *Correct*　　A good RFP allows contractors or a project team to understand what the customer expects.

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

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.
    a. True
    b. False

    ANSWER:　　　True

    FEEDBACK: *Correct*　　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.

    　　　　　　 Incorrect　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.

35. An RFP must provide a statement of work.
    a. True
    b. False

    ANSWER:　　　True

    FEEDBACK: *Correct*　　An RFP must provide a statement of work.

    　　　　　　 Incorrect　An RFP must provide a statement of work.

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.
    a. True
    b. False

    ANSWER:　　　False

    FEEDBACK: *Correct*　　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.

    　　　　　　 Incorrect　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.

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

    ANSWER: False
    FEEDBACK: *Correct*   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.
                 Incorrect 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.

38. The RFP should state what deliverables the customer expects the contractor to provide.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   The RFP should state what deliverables the customer expects the contractor to provide.
                 Incorrect The RFP should state what deliverables the customer expects the contractor to provide.

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.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   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.
                 Incorrect 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.

40. The RFP should list any customer-supplied items.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   The RFP should list any customer-supplied items.
                 Incorrect The RFP should list any customer-supplied items.

41. The RFP might state the approvals required by the contractor.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   The RFP might state the approvals required by the customer.
                 Incorrect The RFP might state the approvals required by the customer.

42. Some RFPs mention the type of contract the customer intends to use.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   Some RFPs mention the type of contract the customer intends to use.
                 Incorrect Some RFPs mention the type of contract the customer intends to use.

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.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   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.
                 Incorrect 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.

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.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   A contract might be for time and materials, the customer will pay the contractor whatever the actual costs are.
                 Incorrect A contract might be for time and materials, the customer will pay the contractor whatever the actual costs are.

45. An RFP might state the payment terms the customer intends to use.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   An RFP might state the payment terms the customer intends to use.
                 Incorrect An RFP might state the payment terms the customer intends to use.

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

    ANSWER: True
    FEEDBACK: *Correct*   The RFP should state the required schedule for completion of the project and
                              key milestones.
                  Incorrect The RFP should state the required schedule for completion of the project and
                              key milestones.

47. The RFP should provide instructions for the format and content of the contractor proposals.
    a. True
    b. False

    ANSWER: True
    FEEDBACK: *Correct*   The RFP should provide instructions for the format and content of the contractor
                              proposals.
                  Incorrect The RFP should provide instructions for the format and content of the contractor
                              proposals.

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

    ANSWER: True
    FEEDBACK: *Correct*   The RFP should indicate the due date by which the customer expects potential
                              contractors to submit proposals.
                  Incorrect The RFP should indicate the due date by which the customer expects potential
                              contractors to submit proposals.

49. An RFP must indicate the funds the customer has available to spend on the project.
    a. True
    b. False

    ANSWER: False
    FEEDBACK: *Correct*   In rare cases an RFP will indicate the funds the customer has available to spend on
                              the project.
                  Incorrect In rare cases an RFP will indicate the funds the customer has available to spend on
                              the project.

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

    ANSWER: True

    FEEDBACK: *Correct*   Business customers and contractors consider the RFP/proposal process to be a competitive situation. Each bidder should receive the same information.

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

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.
    a. True
    b. False

    ANSWER: False

    FEEDBACK: *Correct*   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.

                   Incorrect 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.

52. 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.

    ANSWER: a

    FEEDBACK: a. 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. 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.

                   c. 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.

                   d. 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.

53. 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.

    ANSWER: b
    FEEDBACK: a. 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. 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.
                  c. 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.
                  d. 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.

54. 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.

    ANSWER: d
    FEEDBACK: a. 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. 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.
                  c. 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.
                  d. 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.

55. 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.

    ANSWER: c
    FEEDBACK: a. A project charter summarizes the key conditions and parameters of the project.
                 b. A project charter summarizes the key conditions and parameters of the project.
                 c. A project charter summarizes the key conditions and parameters of the project.
                 d. A project charter summarizes the key conditions and parameters of the project.

56. 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.

    ANSWER: d
    FEEDBACK: a. The project title should be concise and create a vision for the end result of the project.
                 b. The project title should be concise and create a vision for the end result of the project.
                 c. The project title should be concise and create a vision for the end result of the project.
                 d. The project title should be concise and create a vision for the end result of the project.

57. 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.

    ANSWER: a
    FEEDBACK: a. The project purpose should summarize the need and justification for the project.
                 b. The project purpose should summarize the need and justification for the project.
                 c. The project purpose should summarize the need and justification for the project.
                 d. The project purpose should summarize the need and justification for the project.

58. 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.

    ANSWER: b
    FEEDBACK: a. The project objective should state what is expected to be accomplished.
                 b. The project objective should state what is expected to be accomplished.
                 c. The project objective should state what is expected to be accomplished.
                 d. The project objective should state what is expected to be accomplished.

59. 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.

    ANSWER: b
    FEEDBACK: a. The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.
                 b. The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.
                 c. The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.
                 d. The project acceptance criteria should state the quantitative criteria expected for the products to be accomplished.

60. 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

    ANSWER: d
    FEEDBACK: a. The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
                 b. The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
                 c. The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.
                 d. The success criteria or expected benefits in the project charter indicate the quantitative benefits of the project.

61. 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

    ANSWER: a
    FEEDBACK: a. The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
                 b. The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
                 c. The acceptance criteria for a project describe the quantitative criteria for each major deliverable.
                 d. The acceptance criteria for a project describe the quantitative criteria for each major deliverable.

62. 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

    ANSWER: b
    FEEDBACK: a. The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
                 b. The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
                 c. The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.
                 d. The key assumptions include those in the base for the project justification and rationale, and include assumptions about resources for the project.

63. 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.

   ANSWER: a
   FEEDBACK: a. 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. 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.
                 c. 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.
                 d. 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.

64. List at least three ways projects are identified.

   ANSWER: 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.

65. 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.

   ANSWER: 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.

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

   ANSWER: 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.

67. 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.

   ANSWER: 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.

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

   ANSWER: 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.

Chapter 2: Identifying and Selecting Projects

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

    ANSWER: 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.

70. 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.

    ANSWER: 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