**Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

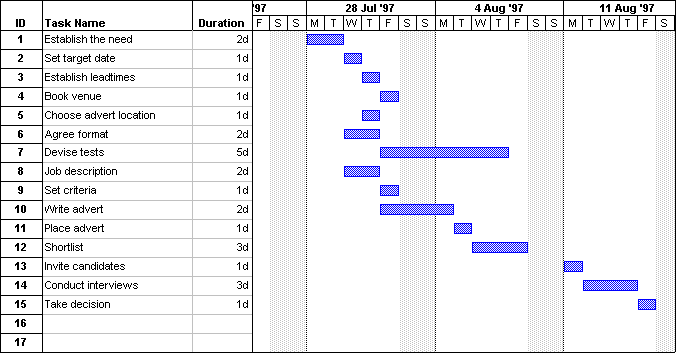
**Final Exam**

**350 points**

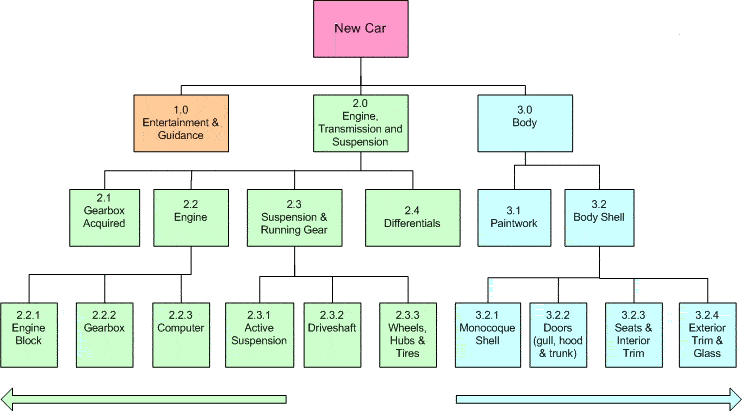
**Part I. Multiple Choice (2 points each, 300 Points total)**

1. \_\_\_\_\_\_\_\_\_\_\_\_\_, outline what is included in the project scope and what is not included.
2. Project deliverables
3. **Project boundaries**
4. Project expectations
5. Project documentation
6. A work breakdown structure (WBS) is a \_\_\_\_\_\_\_\_\_\_\_\_analysis of the work involved in a project that defines the total scope of the project
7. **Deliverables-oriented**
8. Product-oriented
9. Planning-oriented
10. Process-oriented
11. To assist in budget control, it is suggested that the scope definition occur at the \_\_\_\_\_ \_\_\_\_ \_\_\_\_\_\_ level of the WBS
12. Highest B. **Lowest C.** Major work effort D. Third
13. \_\_\_\_\_\_\_\_\_\_\_\_ sorts the data into time blocks by resource skill and it is designed to support capacity planning needs by showing the demand for various skills over time
14. Organizational Breakdown Structure
15. **Resource Breakdown Structure**
16. Work Breakdown Structure
17. Contract Work Breakdown Structure
18. \_\_\_\_\_\_\_\_\_\_\_\_ used to define specific details related to the work activity
    1. Decomposition
    2. Work Package
    3. **WBS Dictionary**
    4. Activity scope
19. \_\_\_\_\_\_\_\_\_\_\_\_ relates to a development activity of a project when a third party vendor provides a key deliverable.
20. **External dependencies**
21. Internal dependencies
22. Discretionary dependencies
23. All of the above
24. A risk is a(n) \_\_\_\_\_\_\_\_\_\_\_\_ occurrence that has a positive or a negative effect on a project.
25. Known B. **Uncertain** C. Certain D. Potential
26. Scope Creep refers to any \_\_\_\_\_\_\_\_\_in scope beyond the original baseline
27. **Increase** B. Controlled C. Limited D. Maintained
28. Decomposition is the process of breaking down the WBS into smaller \_\_\_\_\_\_\_ to get increased work detail.
29. **Work packages** B. Section C. Issues D. Time
30. A cost estimating technique that uses project characteristic (parameters) in a mathematical model to estimate project cost.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
31. Analogous
32. Bottom Up
33. **Parametric**
34. Work Package design units
35. A senior manager who acts as a key proponent for a project is referred to as a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
36. Project manager B. CEO C. **Sponsor** D. Key Stakeholder
37. Starting a new task before finishing the previous one is an example of a \_\_\_\_\_\_\_\_\_\_ dependency.
38. Lag B. **Lead** C. Start-to-start D. Finish-to-Finish
39. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is generally shown at level 2 of a WBS.
40. Management
41. Departments
42. **Project Life Cycle**
43. Responsibility matrix
44. The project charter has all of the following characteristics except:
45. Its primary use is to authorize the start of a project or phase.
46. It provides the project manager with authority to apply resources and expend money on project activities.
47. **Its primary use is to request bids or proposals for the work it defines.**
48. The project charter can be created by the person external to the project, responsible for the authorization of the work or that person can delegate the creation of the project charter to the project manager.
49. The responsibility assignment matrix (RAM) shows:
50. **The connections between activities and project team members.**
51. The delegation of responsibility through the hierarchically organized management structure.
52. Accountabilities to assist in team performance appraisals.
53. The sequence of activities a named resource is responsible for accomplishing
54. The most critical element in a project's communication system is the:
55. Progress report
56. Project directive
57. **Project manager**
58. Customer
59. The WBS and RBS (Resource Breakdown Structure) are examples of \_\_\_\_\_\_\_\_.
60. Control charts
61. **Hierarchical charts**
62. Project standards
63. Run charts
64. Projects may be authorized by all of the following except\_\_\_\_\_\_\_\_\_
    1. **The project team**
    2. A sponsor
    3. A PMO
    4. A portfolio review board
65. The formal review of key deliverables and project performance at the conclusion of a project phase is called:
66. phase exit
67. kill point
68. stage gate
69. a and c
70. **all of the above**
71. Which of the following is NOT an example of a type of schedule report?
72. Gantt chart
73. Milestone chart
74. **Fishbone diagram**
75. Network diagram
76. Plan activities with no duration and no resources used to show a logical relationship between two activities in the arrow diagramming method of project network diagrams is called
    1. Milestone B. **Dummy** C. Stage Gate D. Critical Point
77. A document or artifact that describes detailed information about each work unit is\_\_\_\_\_\_\_\_\_\_\_\_\_
    1. Scope plan B. WBS C. **WBS Dictionary** D. MS Project
78. A project is defined as:
79. A process of considerable scope that implements a plan.
80. An endeavor, which is planned, executed, and controlled; performed by people; and constrained by limited resources.
81. **A temporary endeavor undertaken to create a unique product or service.**
82. An objective based effort of temporary nature.
83. A project kick off meeting is usually conducted to:
84. **Initial communication to project team**
85. To draft project Charter
86. Build up team spirit
87. Define project scope and develop WBS
88. The project Scope Statement should contain which of the following?
89. Project schedule
90. Project budget constraints
91. Summary of project tasks , deliverables and resources required
92. **Project objectives**
93. The Project Charter is created by:
94. The project manager
95. **Upper management (above the project)**
96. The Vice President over a functional management group
97. The customer
98. The Scope Baseline is:
99. the original Charter description of the project's end results
100. **a summary description of the project's original content and end product, including basic budgetary and time constraint data**
101. the original project budget and schedule
102. a and c
103. Each project phase is marked by completion of one or more:
104. Tasks
105. Milestones
106. **Deliverables**
107. Life cycles
108. To crash a schedule you should:
109. Increase the time allowed on those tasks that have float.
110. Try to increase expenditures of time only those tasks that are behind schedule.
111. Replace those workers that are not performing up to par with the busy.
112. **Increase work efforts on critical path tasks.**
113. Successful project managers spend most of their time:
114. Planning with their personnel
115. Planning with the top management
116. **Communication with the project team**
117. Evaluating project results
118. One of the initial project documents issued by senior management outlining the project manager’s authority is called a project Charter. In the case of a third party type relationship , what other document can be used in this place:
119. Work breakdown structure
120. Project scope
121. **Contract**
122. Internal memo
123. At which stage, in a typical project do stakeholders have maximum influence?
124. **Initial stage**
125. Middle stage
126. Final stage
127. Shareholders have similar influence at all stages
128. Which of the following is not considered to be a project constraint?
129. Scope B. Resources C. **Team** D. Budget
130. What kind of a relationship is implied when completion of a successor is dependent on initiation of its predecessor?
131. FS B. FF C. SS D.**SF**
132. What should a project manager do or follow to ensure clear boundaries for a project?
133. Scope verification process
134. **Complete a formal scope statement**
135. Draw a WBS
136. Develop a Risk management plan
137. Present value of cash inflow (benefits) minus present value of cash outflow (costs) is called…
138. Present Value(PV)
139. Internal Rate of Return(IRR)
140. Payback period
141. **Net present value(NPV)**
142. The difference in return between a chosen investment and one that is passed up is
143. Present Value(PV)
144. Internal Rate of Return(IRR)
145. Sunk cost
146. **Opportunity cost**
147. Which of the following is not considered a project failure criteria
148. Scope creep
149. Lack of resources
150. **All customer requirements satisfied**
151. Unrealistic planning and scheduling
152. This term represents the actual calendar days/months/years required for an activity from start to finish
     1. Effort B. Activity Duration C. **Elapsed Time** D. Total Slack
153. The work that must be done to deliver a product with the specified features and functions is called
154. WBS
155. Requirement gathering
156. Product scope
157. **Project scope**
158. If an activity on the critical path is delayed, what is the most likely thing that needs to be done?
     1. Inform customer about delay
     2. Decrease scope
     3. **Compress the schedule**
     4. Allocate more resources to cut the schedule
159. Which of the following statements is true regarding a Work Breakdown Structure (WBS)
     1. It identifies the project elements that require resources.
     2. It is used to organize the cost estimates and to ensure that the cost of all identified work has been estimated.
     3. It provides the relationship among all the components of the project and the project deliverables.
     4. **All of the above**
160. Which is the least risky phase of a project?
     1. Planning B. **Closing C.** Execution D. Control
161. Which of the following documents are used to justify the project?
     1. **Business Case**
     2. Project Charter
     3. Project Management plan
     4. Scope statement
162. Which estimating technique is considered to produce the most accurate time and cost estimate.
163. **Bottom-up estimating**
164. Analogous estimating
165. Parametric modeling
166. None of the above
167. You are working in an organization where all the employees are divided into groups by specialty such as sales, support and engineering. In which type of organization you are working in
     1. **Functional** B.Strong matrix C. Weak matrix D. Tight Matrix
168. An activity has an Early Finish (EF) of 5 days and Late Finish (LF) of 16 days. What is activity's float
     1. **11 days** B. 21 days C. 5 days D. 16 days
169. Product acceptance criteria should be defined in which document
     1. **Project scope statement**
     2. Work breakdown structure
     3. Resource assignments
     4. Project scope management plan
170. This is the total time an activity can be delayed without delaying project completion
     1. Free Float
     2. **Total Slack**
     3. Node Slack
     4. Critical path variance
171. The process of compressing total project duration by performing some activities concurrently is called
     1. **Fast-Tracking**
     2. Crashing
     3. Scheduling
     4. Resource allocation
172. What is defined as the longest duration path through a network diagram
     1. Total Slack
     2. **Critical Path**
     3. Float
     4. Slack
173. An analogous estimate is also called a
     1. Bottom-up Estimate
     2. Parametric Estimate
     3. **Top-down Estimate**
     4. Three Point Estimate
174. What term is used to define a delay in the start of a successor activity
     1. Lead
     2. **Lag**
     3. Effort
     4. Dependency
175. In a weak matrix, the majority of the overall human resource authority is held by
176. **Functional Manager**
177. Team Members
178. Project Manager
179. Technical Manager
180. Which of the following is not normally defined as a Work Package attribute
181. Person responsible for the activity
182. Location where to perform the activity
183. **The calendar schedule date to perform the activity**
184. Leads and Lags
185. A schedule activity defined to end concurrently with its successor is an example of
     1. Finish-to-Start
     2. Start-to-Finish
     3. **Start-to-Start**
     4. Finish-to-Finish
186. A networking method to initially establish activity sequencing is most typically defined to be done using which of the following:
     1. **Precedence Diagramming Method [PDM]**
     2. PERT/CPM
     3. Fragmented Network
     4. Mandatory Dependencies
187. Moving resources to avoid overallocation is an example of which project scheduling technique?
     1. Critical Path Method
     2. Schedule Compression
     3. What-if Analysis
     4. **Resource Leveling**
188. Which of the following is not a part of the project initiation phase?
     1. **Project baseline**  B. Vision and goals C. Business Case D. Charter
189. For a work unit estimate requiring 240 Hours, 2 people are allocated. How much time will it take for this to be completed using normal assumptions?
     1. 20 Days B. **15 Days C.** 25 Days D. 10 days
190. The longest path through a network determines the \_\_\_\_\_\_\_\_\_\_\_\_ completion of the project
     1. **Earliest**
     2. Variance
     3. Slowest
     4. Over – Budgeted segment
191. Critical Path is normally considered to have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ float.
     1. Some
     2. PM and Client agreed
     3. **Zero**
     4. Unavoidable
192. According to its classical definition PERT involves \_\_\_\_\_\_\_\_\_\_ time estimates.
     1. Deterministic
     2. **Probabilistic**
     3. Activity based
     4. Duration-based
193. In network calculations, Float is another name for\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
194. **Slack**
195. Resource shortage
196. Floating activity
197. Parallel activity
198. The fundamental role of a baseline is for\_\_\_\_\_\_\_\_\_\_\_.
199. Change control
200. Rescheduling activities
201. Comparing similar projects
202. **Monitoring and control**
203. What shape is used to represent a milestone activity in Microsoft Project 2010.
204. Square B. Rectangle C. **Diamond** D. Circle
205. Which of the following could be an appropriate WBS code for a work package at the fourth level in a WBS where a second level code is 1.0?
206. 1.4 B. **2.2.3**  C. 1.2.3.4D. A and C
207. Among the various ways the WBS boxes can be organized which one is NOT normally one of them
208. Organizational Breakdown Structure
209. Resource Breakdown Structure
210. Contract Work Breakdown Structure
211. **Time Breakdown Structure.**
212. Scope defined in terms of features and functions is:
213. Project scope
214. **Product scope**
215. Both project scope and product scope
216. Neither project scope and product scope
217. The purpose of performing a backward network pass is to:
218. determine the critical path
219. determine where there is float
220. determine the late finish
221. **all of the above**
222. The classical CPM network was defined using a(n)
     1. AOA B. **AON** C. PDM D. Gantt chart
223. The collection of organizational projects is called
224. Program
225. Strategic projects
226. **Portfolio**
227. Enterprise planning
228. After the project plan has been approved by management as to its viability and acceptance it is frozen for future status comparison. This process is called
229. Budget plan
230. Trilogy standards
231. **Baselining**
232. Critical path
233. Which of the following is the most important Project Management skill according to Project Managers
234. **Communication skills**
235. Organizational skills
236. Team building skills
237. Leadership skills
238. When viewing the Resource Sheet one of the resource names appears in Red. What does this mean?
239. The name is misspelled
240. The resource is not assigned to any tasks
241. **The resource is overallocated**
242. The resource has not been properly added to the Resource Sheet
243. Assume there are two tasks, A & B. You want to define Task B to start 2 days after Task A has started. How would you specify this relationship in the Predecessor field for Task B?
244. FS+2 days
245. FS-2 days
246. **SS+2 days**
247. SS-2 days
248. You would like to review a list of all the resources and the tasks that they are assigned to. What view best displays this information?
249. Resource Sheet
250. Task Usage
251. Gantt Chart
252. **Resource Usage**
253. If you create a MS Project 2010 file and save the file with a start date of 2 weeks from now. Which of the following statements are correct:
     * 1. The Project finish date is calculated
       2. The Project will employ backword scheduling to fit some defined date
     1. **i only**
     2. I & ii both
     3. ii only
     4. Neither of them
254. You are creating a WBS and need to display work units. What is work unit?
     1. A project phase
     2. A task that fits within the manageble time frame
     3. A collection of work within a phase
     4. **An defined incremental unit of work required to complete the project**
255. You have finished creating the WBS and the project sponsor asks to see the schedule in Gantt chart format. What is he looking for?
     1. A Gantt chart represents the total time incolved for each team member
     2. A Gantt chart represents the total time incolved for entire team
     3. **A Gantt chart illustrates the WBS visually in a time-based format**
     4. A Gantt chart illustrates the WBS in relation to the finances planned for the project
256. Of the different methods used to create a WBS, which best represents the idea of decompostion?
     1. **Top-down**
     2. Bottom-down
     3. Double-down
     4. Bottom-up
257. Why should the project scope be guarded against excess change?
     1. It adds additional team members to the team
     2. It distracts the team from the project
     3. **Change in scope can have a huge impact on the project’s success**
     4. The project sponsor will be confused by the outcome
258. What should signify the end of each project phase?
     1. A milestone that has been reached
     2. A party for the project team
     3. A date that has been establish within the WBS
     4. **A defined deliverable**
259. What is project Kick-off meeting?
     1. It is assignment of task to the team members
     2. It is the introduction of the project sponsor
     3. **It is the launch of the project to key stakeholders**
     4. It is the formal end of project planning
260. Of the following what is the main drawback of a Gantt chart?
     1. Gantt charts are difficult to create and adjust
     2. Gantt charts do not display task details
     3. **Gantt charts do not reflect the interlinkage between tasks**
     4. Gantt charts are not compatible with a WBS
261. Which of the following consume no resources or duration?
     1. Summary package
     2. **Milestone**
     3. Recurring Task
     4. A and B
262. A network diagram that uses nodes to represent activities and arrows to show the activity dependencies and allows no activity looping is called:
263. AOA
264. **AON**
265. ADM
266. GERT
267. The work breakdown structure is a critical tool for the project and the planning of the project. The lowest level of the work breakdown structure represents the \_\_\_\_\_\_\_\_\_\_ for the schedule network.
268. WBS Dictionary
269. LOE
270. Planning Package
271. **Work Package**

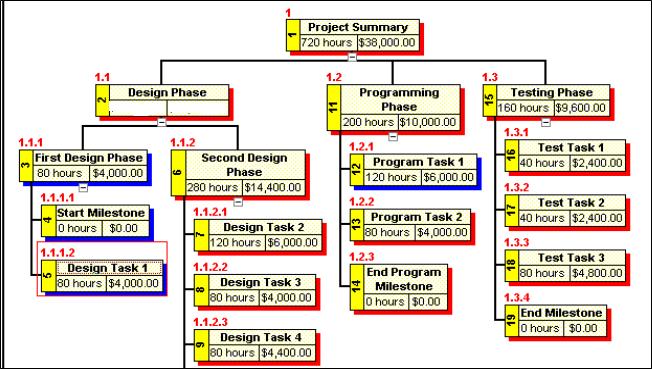
1. AOA refers to:
2. Precedence Diagramming Method [PDM]
3. **Arrow Diagramming Method [ADM]**
4. Fragment Network
5. Mandatory Dependencies
6. The time period it takes to recover your investment in the project before the company starts to accumulate profit is called
7. Opportunity cost
8. Sunk cost
9. **Payback period**
10. Present value
11. Which of the following organizational forms gives the most authority to the project environment?
    1. **Projectized structure**
    2. Matrix structure
    3. Functional
    4. None of the above
12. “Three Point Estimate” is used to estimate the time required for the project based on historic information, which does not include
    1. Most optimistic
    2. Most pessimistic
    3. **Most probabilistic**
    4. Most Likely
13. What term represents the number of person-hours required to complete an activity?
    1. Elasped time
    2. Resource allocation
    3. **Effort**
    4. Duration
14. The project Scope baseline includes which of the following
    1. Scope statement
    2. WBS
    3. WBS dictionary
    4. **All the above**
15. Rather than re-defining the project plan activities for each new project It is common to reuse past data that have been previously tested and found to identify much of the activities needed for typical projects. What is the vocabulary term to define this reuse?
    1. MS Project B. Baselining C. **Template** D. Standard Charter
16. A good metric will typically
    1. Change organizational behavior in that direction
    2. Be publically advertised
    3. Help guide management towards effective decisions
    4. **All of the above**
17. The four types of activity dependencies are most visible in which of the following network techniques.
18. Activity-on-arrow (AOA).
19. PERT/CPM
20. **Microsoft Project**
21. Workflow diagramming method (WDM)
22. Upon completion of project Scope Definition you will have defined :
    1. Project constraint, project objectives, and a prioritized list of risks
    2. **Project objectives and product acceptance criteria**
    3. Project boundaries, a project scope description and initial defined risks
    4. Project scope statement, project cost requirements and a project team list
23. Freezing the project plan for future control analysis is called as
    1. CP B. Buffer control C. **Baselining**  D. Status reporting
24. The figure shown below is an example of a(n)
    1. PERT B. WBS C. **Gantt Chart**  D. AON



1. Which of the following boxes is not a Work Package
   1. 2.2.1 B. 3.2.1 C. **2.0** D.3.2.3



1. In the WBS given below, what will be the duration and budget values for 1.1 Design Phase
2. 160 hours, $ 8,000.00
3. 720 hours, $ 36,800.00
4. **360 hours, $18,400.00**
5. 560 hours, $ 28,800.00



1. What is the MS Project tool used to format the Gantt chart bar styles

A. Network diagram [B]

**B. Gantt chart wizard**

C. Display options

D. Progress lines

1. In MSP. task indent and outdent is used to align the tasks according to

A. Resource allocations [C]

B. Task mode

**C. WBS ID**

D. Predecessors

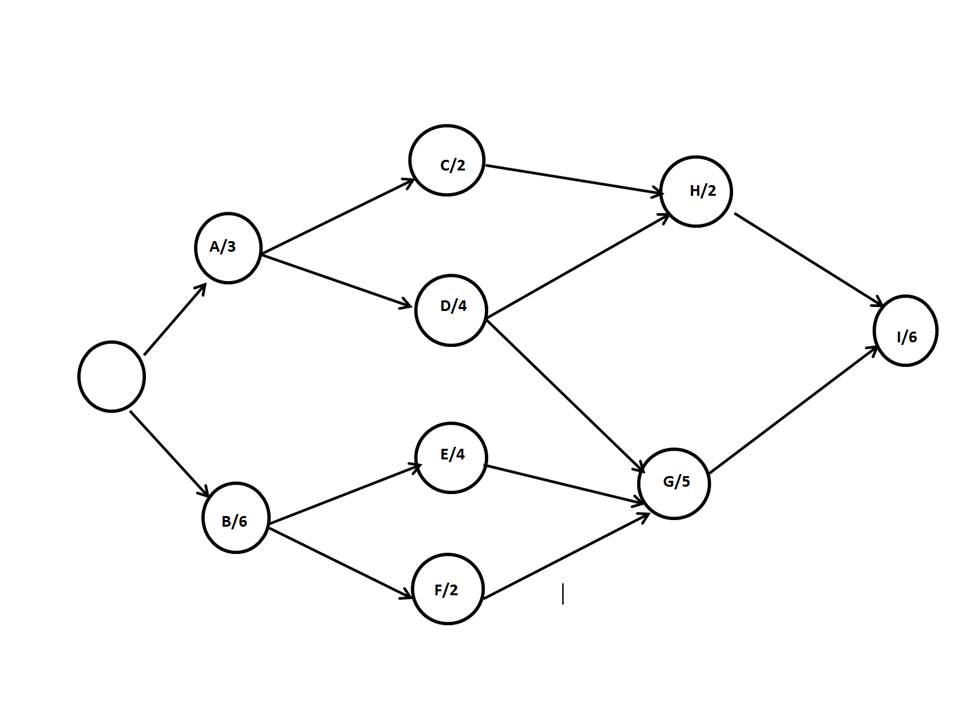
1. The default view of the MS project timeline is to help you view the
2. Task sheet [C]
3. Resource sheet
4. **Gantt chart**
5. Network diagram
6. Which is the most stable and understandable indicator of the project performance?
7. **CPI** [A]

B. VAC

C. CV

D. SPI

1. What type of MSP tasks have start and finish values calculated by the software based on dependencies, constraints, calendars and other factors.
2. Level of effort [B]
3. **Automatically scheduled**
4. Manually scheduled
5. Change requests WPs
6. What is the traditional EV notation for PV?
7. BCWP [B]
8. **BCWS**
9. ACWP
10. TCPI
11. What parameter indicates forecast project cost?
12. BAC [C]
13. EAC
14. **VAC**
15. ETC
16. What EV parameter indicates operational project cost efficiency required to complete the project on budget?
17. CPI [D]
18. ACWP
19. SPI
20. **TCPI**
21. In MSP summary task plan duration value is
22. Calculated from baseline duration [C]
23. Entered manually
24. **Calculated from its sub-tasks**
25. Calculated from resource sheet
26. Which EV parameter defines the projected project cost?
27. BAC [C]
28. TCPI
29. **EAC**
30. VAC
31. In MSP, \_\_\_\_\_\_\_\_\_\_\_\_\_\_ contains the same value as the duration field at the time the baseline is saved.
32. Start [D]
33. Finish
34. Duration
35. **Baseline duration**
36. One way of resolving contract conflicts is to seek an outside party to help with the resolution. In some cases the contract clause specifies that this function will listen to the arguments and make a binding decision to resolve the issue. This process is called \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. [A]
37. **Arbitration**
38. Collaborating
39. Confronting
40. Legal judgment
41. The legal term given for not completing a job, not paying in full or on time, failure to deliver all the goods, substituting inferior or significantly different goods, not providing a bond when required, being late without excuse, or any act which shows the party will not complete the work is
42. Arbitration [C]
43. Liquidation damage
44. **Breach of contract**
45. Force Majeure
46. Authority is [A]
47. **Permission, a right coupled with the power to do an act, or order others to act.**
48. The act of transferring an interest in property or some right to another.
49. Intangible rights protecting the products of human intelligence and creation, such as copyrightable works, patented inventions, Trademarks, and trade secrets.
50. Legal title coupled with exclusive legal right to possession.



142. Find the critical path from the above network diagram:

A. B-E-G-H-I [D]

B. A-D-G-I

C. A-C-H-I

**D. B-E-G-I**

1. What is the duration of the Critical path in the above network diagram
2. 15 [B]
3. **21**
4. 22
5. 23
6. What is the slack time for activity F?

**A. 2** [A]

B. 4

C. 0

D. 5

1. What is the slack time on activity G?
2. 1 [B]
3. **0**
4. 4
5. 2
6. If you were to crash the activity G by 2 days, will the critical path change?
7. **No**  [A]
8. Yes
9. There will be 2 critical paths
10. The network would become invalid

147. You’ve been hired by a large consulting firm to lead an accounting project. You determine the needs of the project and divide the work up into work packages so that you can show how all of it fits into categories. What are you creating?

**A. A WBS** [A]

B. A schedule

C. A Project Scope Statement

D. A contract

148. The project team is in the process of setting expectations with the stakeholders on the project. Which of the following best describes a stakeholder?

A. A team member [D]

B. The project manager

C. Someone who works in an area impacted by the work of the project

**D. All the answers**

150. Which of the following best describes lag?

A. Slack [B]

**B. A delay inserted between activities**

C. Float

D. The amount of time an activity can be delayed without delaying the project finish date.

**Part II. MSP Interpretation [5 points each]**

**Use the attached MSP handout to answer the questions in this section (5 points each)**

1. What are the EV and PV parameter values for this project?

EV= \_$705,164\_\_\_\_\_\_\_ PV= \_\_\_\_$1,168,371\_\_\_\_\_\_\_\_

1. Calculate the ETC of this project. Show your calculations.

ETC= \_$1,791,935\_\_ Calculations: \_\_\_$2,616,770 - $804,835\_\_\_\_\_\_\_\_\_\_

1. When is this project scheduled to complete?

Planned Completion: \_\_12/31\_\_\_\_\_\_\_\_\_\_\_\_\_

1. When would the task 1.3.2 end?

1.3.2 \_\_\_4/11\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Calculate the EV SV task 1.2. Show your calculations for this parameter.

SV= \_$(113,356)\_\_\_\_\_\_ Calculations: \_\_$163,044 - $276,400\_\_

1. Calculate the EV CV for the project. Show your calculations for this parameter.

CV= \_$(119,671)\_\_\_ Calculations: \_\_$705,164 - $824,835\_\_\_\_\_\_\_

1. When would task 1.4.2 start?

1.4.2 \_\_9/2 or 9/3\_\_\_\_\_\_\_\_\_(starts after 1.3.7)

1. Why is 1.2 only 82% complete? Explain.

\_\_\_1.2.7 and 1.2.8 are not yet finished in this summary group\_\_\_\_\_

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1. How much is the project anticipated to overrun in days (according to the plan)? Show your calculations for this.

\_\_\_23 days\_\_\_\_\_\_\_\_days Calculation: \_\_\_\_543 - 520\_\_\_\_\_

1. How is the Actual Cost column Calculated or produced in this example?

\_\_\_\_Effort driven—best example is 1.2.2. The task overran by 50% and the cost computed was the same—i.e., effort driven\_\_\_\_

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