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Time taken 14 mins 44 secs

Grade 4.00 out of 10.00 (40%)

Feedback Please take the time to revise the lectures to ensure that you have a basic understanding of project management principles.

Question 1

Correct

Mark 1.00 out of 1.00

How does resource scheduling tie to project priority?

Select one:

- ☒ a. By determining the order in which resources work on projects ✓
- ☐ b. By limiting the time each resource is allocated
- ☐ c. By using net present value (NPV) calculations to rank projects
- ☐ d. By issuing priority directives from the project office

Your answer is correct.

Resource scheduling ties to project priority because resources are limited. Remember, the priority system ranks projects which then determines which project each resource should work on first.

The correct answer is: By determining the order in which resources work on projects

How does resource scheduling reduce flexibility in managing projects?

Select one:

- ☒ a. When constrained resources are scheduled, the first rule of thumb is to increase slack to reduce constraints. ✗
- ☐ b. When resources are considered, the person who schedules the resources is no longer free for other activities.
- ☐ c. When resources are considered, management expects the project to be completed earlier than the original deadline.
- ☐ d. When constrained resources are scheduled, the first rule of thumb is to reduce slack to get an efficient schedule.

Your answer is incorrect.

Resource scheduling heuristics usually reduces flexibility because when constrained resources exist, the first rule of thumb is to schedule resources by reducing slack to get an efficient schedule. When slack is used up, flexibility is lost and the critical path will often change. The original scheduled project completion date may not be feasible, when scheduling constraints are taken into account.

The correct answer is: When constrained resources are scheduled, the first rule of thumb is to reduce slack to get an efficient schedule.

Which of the following are valid reasons for scheduling resources? (You may select more than one answer)

Select one or more:

- ☐ a. To determine if the estimates have been padded.
- ☒ b. To check if existing resources are adequate and available. ✓
- ☐ c. To determine where the real slack is.
- ☒ d. To decide which resources have priority. ✓
- ☒ e. To decide if an imposed project duration is realistic. ✓

Your answer is correct.

Several reasons for scheduling resources are to:

- Check if existing resources are adequate and available.
- Decide which resources have priority.
- Assess the impact if another project is added to the pool.
- Determine where the real critical path is. Are there unforeseen dependencies?
- See what happens to the risk of being late if slack is used up developing a schedule.
- Decide if outside contractors have to be used.
- Decide if an imposed project duration is realistic.

The correct answers are: To check if existing resources are adequate and available., To decide which resources have priority., To decide if an imposed project duration is realistic.

15/04/2019
Question 4

Correct

Mark 1.00 out of
1.00

Quiz week 8

How can outsourcing project work alleviate problems associated with multi-project resource scheduling? **(You may select more than one answer).**

Select one or more:

- ☒ a. Outsourcing can be used to avoid resource bottlenecks. ✓
- ☐ b. Outsourcing can be used to build a WBS more efficiently.
- ☐ c. Outsourcing can be used to reduce the risk of increased slack.
- ☒ d. Outsourcing can be used to improve utilization of critical resources. ✓
- ☒ e. Outsourcing can be used to reduce project slippage. ✓

Your answer is correct.

Outsourcing can be used to reduce project slippage, improve utilisation of critical resources, and avoid resource bottlenecks. For example, project delays can be avoided by contracting key activities when resources are not available internally. Likewise, hiring consultants to help with resource constraints allows critical people to work on specific, mission-critical problems, while the outsiders work on more standard problems. Not only does the project get done on time, but the company avoids hiring permanent personnel to meet a short term need.

The correct answers are: Outsourcing can be used to avoid resource bottlenecks., Outsourcing can be used to improve utilization of critical resources., Outsourcing can be used to reduce project slippage.

Question 5

Incorrect

Mark 0.00 out of
1.00

Why is it critical to develop a time-phased baseline?

Select one:

- ☐ a. It decreases the risk by increasing flexibility.
- ☐ b. It measures how much work is accomplished for the money spent.
- ☒ c. It levels resources automatically. ✗
- ☐ d. It increases free slack (but not total slack).

Your answer is incorrect.

Other systems do not measure how much work is accomplished for the money spent! Hence, without time-phasing cost to match your project schedule, it is impossible to have reliable information for control purposes.

The correct answer is: It measures how much work is accomplished for the money spent.

Question **6**

Incorrect

Mark 0.00 out of 1.00

All of the following are common reasons for crashing a project **EXCEPT**:

Select one:

- ☒ a. To realise benefits from incentive contracts. ❌
- ☐ b. To gain a time-to-market competitive advantage.
- ☐ c. To exceed customer expectations.
- ☐ d. To make up for lost time and avoid contract penalties.
- ☐ e. To save extensive direct costs.

Your answer is incorrect.

Crashing increases direct costs but decreases indirect costs.

The correct answer is: To save extensive direct costs.

Question **7**

Correct

Mark 1.00 out of 1.00

Why is scheduling overtime a popular choice for getting projects back on schedule?

(You may select more than one answer).

Select one or more:

- ☒ a. If it involves salaried workers, no direct costs are added to the project. ✔️
- ☐ b. It tends to avoid accidents, inferior performance, and turnover.
- ☒ c. Even if it involves additional costs, you minimise additional coordination and training costs. ✔️
- ☐ d. If it involves hourly workers no direct costs are added to the project.

Your answer is correct.

Scheduling overtime is popular because, if it involves salaried workers, no direct costs are added to the project. Even if it involves additional costs, you avoid Brook's law and minimise additional coordination and training costs.

The disadvantages are the additional time-and-a-half costs associated with hourly overtime, and the stress and fatigue that come with working long hours which can lead to accidents, inferior performance, and turnover.

The correct answers are: Even if it involves additional costs, you minimise additional coordination and training costs., If it involves salaried workers, no direct costs are added to the project.

Question 8

Incorrect

Mark 0.00 out of 1.00

Which of the following are true regarding cost-duration graphs? (You may select more than one answer).

Select one or more:

- ☒ a. Any alternative that moves the project duration away from the optimum cost-duration point will increase time of completion. ✖
- ☐ b. Incentives and penalties can be evaluated against the total, low cost point.
- ☒ c. Incentives and penalties can be evaluated against the direct costs without regard to the indirect costs. ✖
- ☐ d. Any alternative that moves the project duration away from the optimum cost-duration point will increase costs.

Your answer is incorrect.

The correct answers are: Any alternative that moves the project duration away from the optimum cost-duration point will increase costs., Incentives and penalties can be evaluated against the total, low cost point.

Question 9

Incorrect

Mark 0.00 out of 1.00

All of the following are ways to accelerate project completion when resources are not constrained **EXCEPT**:

Select one:

- ☐ a. Fast-Tracking.
- ☐ b. Adding Resources.
- ☒ c. Outsourcing Project Work. ✖
- ☐ d. Do It Twice—Fast and Correctly.
- ☐ e. Establish a Core Project Team.

Your answer is incorrect.

Fast-tracking is an option when resources are constrained.

The correct answer is: Fast-Tracking.

Question **10**

Incorrect

Mark 0.00 out of
1.00

All of the following are ways to accelerate project completion when resources are constrained **EXCEPT**:

Select one:

- ☒ a. Compromising Quality. ❌
- ☐ b. Reducing Project Scope.
- ☐ c. Fast-Tracking.
- ☐ d. Scheduling Overtime.
- ☐ e. Critical-Chain.

Your answer is incorrect.

Scheduling Overtime is an option when resources are not constrained.

The correct answer is: Scheduling Overtime.