

INDIAN STATISTICAL INSTITUTE

Bangalore Centre

Program:-MS (Quality Management systems)

Course:-Project Management

END SEMESTER EXAMINATION

MAX MARKS: 100

Instructions to the Candidates:

- The question paper Consists of Four Parts. Part –A is objective type questions meant to test your conceptual understanding of the subject taught to you. Each Question carries 2 Marks 1 Mark for picking the right choice and one mark for justifying your selection.
- Part B and Part C Consists of five marks questions and ten marks to test your ability to get into the subject in detail.
- Part D Consists of questions on the basis of a case study- this tests your ability to apply the knowledge to real world problem situations and scenario's.
- Part A has a weightage of 20 marks and is compulsory. Part B & C Consists of questions with weightage of 5 marks and 10 marks with a total weightage of 30 marks each. The total marks for section B & C Put together is 60 marks. Part D is a case study problem which is compulsory. This case study carries 20 Marks.

Q.No	Part A	Marks
1.	<p>1.1. The VP of marketing approaches you and requests that you change the visitor logon screen on the company's website to include a username with at least six characters. This is considered:</p> <p>A. Project initiation. B. Ongoing operations. C. A project. D. Project Execution.</p> <p>1.2. A project is considered successful when:</p> <p>A. The product of the project has been manufactured. B. The project sponsor announces the completion of the project. C. The product of the project is turned over to the operations area to handle the ongoing activities. D. The project meets or exceeds the expectations of the stakeholders.</p> <p>1.3 What are the triple constraints?</p> <p>A. Time, schedules, and Quality. B. Time, availability, and Quality. C. Time, money, and schedules. D. Time, money and Quality.</p>	20

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1.4 The amount of authority a project manager possesses can be related to:

- A. The project manager's communication skills.
- B. The organizational structure.
- C. The amount of authority the manager of the project manager possesses.
- D. The project manager's influencing skills.

1.5 You have been assigned to a project in which the objectives are to direct customer calls to an Interactive Voice Response system before being connected to a live agent. You are in charge of the media communications for this project. You report to the project manager in charge of this project and the VP of marketing, who share responsibility for this project. Which organizational structure do you work in?

- A. Functional organization.
- B. Weak matrix organization.
- C. Projectized organization.
- D. Balanced matrix organization.

1.6 During which project management process are risk and stakeholder's ability to influence project outcomes the highest at the beginning of the process?

- A. Planning.
- B. Executing.
- C. Initiation.
- D. Controlling.

1.7 Which of the following is true regarding the scope statement?

- A. It describes how to make changes to project scope.
- B. It describes project deliverables and serves as a baseline for future project decisions.
- C. It assesses the stability of the project scope and is a baseline for future project decisions.
- D. It assesses the reliability of the project scope and describes the frequency of changes and their impacts.

1.8. You are the project manager for a construction project to build 17 cabins. All of the cabins will be identical in nature. The contract for the project is set at a fixed cost, the incentive being that the faster the project work is completed, the more profitable the job. Management has requested that you study the work method to determine a faster, less costly, and better method of completing the project. This is an example of which one of the following?

- A. Time constraint.
- B. Schedule constraint.
- C. Value analysis.
- D. Learning Curve.

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	<p>1.9. Which one of the following provides the least accuracy in estimating?</p> <ul style="list-style-type: none">A. Rough order of magnitude.B. Budget estimate.C. Definitive estimate.D. WBS estimate. <p>1.10. The Project Human Resource Management knowledge area contains</p> <p>Which of the following processes?</p> <ul style="list-style-type: none">A. Staff Acquisition, Team Development, and Resource Planning.B. Staff Acquisition, Team Development, and Performance Reporting.C. Organizational Planning, Staff Acquisition, and Team Development.D. Organization Planning, Team Development, and Resource Planning.	
	<p style="text-align: center;">Part B</p> <p style="text-align: center;">Answer any six questions from the following</p> <p>2. What is a project? Bring out the relationship among portfolios, programs and projects.</p> <p>3. Bring out the relationship between Project Management, Operations Management & Organizational strategy.</p> <p>4. Compare the characteristic of functional organization with a projectized organization.</p> <p>5. What are the common project management process groups and the interactions among the groups? Sketch the diagram showing the time phase of a project and the process group interactions.</p> <p>6. What are the various ways in which a business case is established for the sponsorship of a project?</p> <p>7. Provide an overview of Project Scope Management by identifying the major aspects of scope management in a project context.</p> <p>8. What are the inputs, Tools & Techniques and the Outputs of the Determine Budget phase of the project cost management phase of a project life cycle.</p> <p>9. List the various Quality Management and Control tools useful for the Project Quality Management team. Diagrammatically represent the story board illustrating the Seven Quality Management and Control Tools.</p>	<p style="text-align: center;">30.</p>

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	<p>10. In order to prepare a risk register in the identify risks phase of risk management list the inputs to be made ready and the Tools & Techniques deployed.</p> <p>11. List down the various types of legal contracts that are to be explored for suitability by the Project organization as part of the Project Procurement Management.</p> <p>12. What is the Importance of Identifying Stakeholders for a given project? What are the major steps of Stakeholder analysis?</p> <p>13. Map the Project Management Process Groups with the Project Management Body of Knowledge. Reason as to why the Planning process group is predominant in all the area of knowledge in the field of Project Management.</p>	
	<p style="text-align: center;">PART C (10 Marks Questions)</p> <p style="text-align: center;">Answer any three questions from the following</p>	
II	<p>14. A project: Has a unique purpose, Is temporary. Is developed using progressive elaboration. Requires resources, often from various areas. Should have a primary customer or sponsor. The project sponsor usually provides the direction and funding for the project. Involves uncertainty.</p> <p>Based on these characteristics of a project. Reason out as to why the following can be considered as a project or why these cannot be considered as a project:-</p> <ul style="list-style-type: none">• The Unique Identification Authority of India embarks on an ambitious plan to provide a unique identification number to every Indian citizen.• The Sports Committee of Indian Statistical Institute decides to organize the Annual Sports meet, with an objective of promoting sports talent of the student's community on campus.• You plan to go on a long drive on the Mysore road along with your friend during the week end in your personal vehicle in order to rejuvenate your energies. <p>15. Based on the work breakdown structure given below, identify the work packages and explain and justify how this WBS definition will help in scheduling and controlling the various project activities in the development of a New model of a car. Write down the WBS in the indented structure by using numerical representation.(Numerals indicated in the WBS)</p>	30

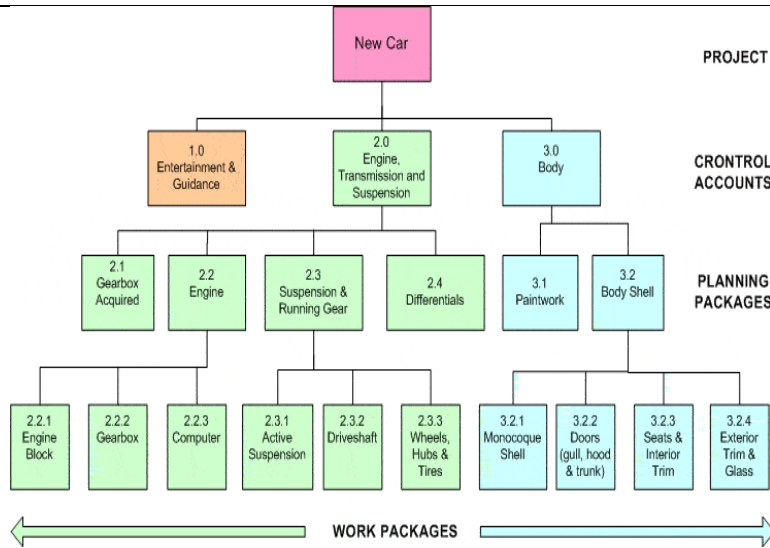
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16. Draw the Project Network based on the precedence relationship given in the Table below. Estimate the project duration and also indicate the critical path in the project network.

Activity	Immediate Predecessor	Estimated Completion Time
A	None	90
B	A	15
C	B	5
D	G	20
E	D	21
F	A	25
G	C,F	14
H	D	28
I	A	30
J	D,I	45

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17. Given the data below on the Optimistic, Most likely and pessimistic time and most likely time in number of days and the precedence relationship as given in the question 16 above. Estimate the project duration. What is the probability of completing the project in 180 days?

Activity	Optimistic	Most Likely	Pessimistic
A	76	86	120
B	12	15	18
C	4	5	6
D	15	18	33
E	18	21	24
F	16	26	30
G	10	13	22
H	24	18	32
I	22	27	50
J	38	43	60

18. Unplanned Catastrophes are always waiting just around the corner to derail your project. You have been appointed the project manager to prepare a risk management plan for the project office of an Information Technology Project. Consider the natural disasters such as flood, powercuts, earthquake and fire. Present your plan through:-

- Identification of the risks.
- Disaster recovery preparation- Training
- Disaster recovery control.
- Information back-up and post disaster retrieval.
- Post disaster communication plan.

19. Based on your knowledge that you have developed on project communication management – Discuss how you would go about developing the formats and frameworks for the following requirements of any typical project organization. (you may consider your own example such as Conducting a cultural event in an institution, Launching a new product, Developing a new drug for cancer cure, Constructing an apartment or any other project of your own imagination):-

- Status Reporting-Where the project stands at a given point.
- Progress Reports/Work Results-What the project team has accomplished to date.
- Change Requests.-Analysis may result in request for a change

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PART-D (CASE STUDY)-20 Marks

20

Real World Scenario—The Interactive Voice Response Tax-Filing System

Jason, Sam, and Kate are web programmers working for the Department of Revenue in the State of Bliss. Ron, their manager, approaches them one day with an idea. "Team, business unit managers are thinking it would be a great idea to offer taxpayers the ability to file their income tax over the telephone. We already offer them the ability to file on the Internet, thanks to all your efforts on that project last year. It's been a fabulous success. No other state has had the success that Bliss has had with our Internet system. "Kate, I know you've had previous experience with IVR technology, but I'm not sure about you guys, so this is new territory for us. I'd like to hear what each of you thinks about this project." Jason speaks up first. "I think it's a great idea. You know me, I'm always up for learning new things, especially when it comes to programming. When can we start?" Sam echoes Jason's comments. "This technology is pretty sophisticated," Kate says. "Jason and Sam are excellent coders and could work on the programming side of things, but I would have to pick up the telephony piece on my own. After we're up and running, we could go over the telephony portions step by step so Jason and Sam can help me support it going forward. I'd really like to take on this project. It would be good for the team and good for the department." Ron thinks for a minute. "I think a feasibility study is in order. The senior director over the tax business unit doesn't know if this project is cost justified and has some concerns about its life span. Looks like we might have some technical issues to deal with on our side, and I don't want Kate going it alone without first examining all the impacts." Now that we've fleshed out the project goals and have a high-level view of the deliverables, it's time for the next step. But never fear, we'll be reviewing goals and refining deliverables over the next few steps of development. We'll also be using them to help formulate requirements and project estimates. But we're getting ahead of ourselves. Based on the case study description above and the study of the subject on project management. Explain how you would do the following

- Identify the Project Constraints.
- Types of Constraints involved, in this project scenario.
- Identifying the keys to Managing Constraints.
- Identify the Project Assumptions.
- Documenting the Assumptions.

Also Briefly Outline the Quality Management plan and the Project Communication ideas that need to be set up in this context based on stakeholders analysis & requirements.