

**Indian Statistical Institute, Bangalore**  
M.S (QMS) First Year  
First Semester - Project Management

Mid-Semester Exam

Duration: 2hrs

Date: Sept 13, 2014

**Instructions to the Candidates:** The question paper Consists of Three Parts.

Part –A is objective type questions meant to test your conceptual understanding of the subject taught to you. Part B Consists of questions to test your ability to get into the subject in detail. Part C 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 weight age of 10 marks and is compulsory.

Part B Consists of questions with different weightage of marks and it will be evaluated for a total of 25 Marks.

Part C is a case study problem which is compulsory. This case study carries 15 Marks.

Q.No	Part A	Marks
1.	<p>1. Which organization has set the de facto standards for project management techniques?</p> <p>a) PMBOK  b) PMO  c) PMI  d) PMA</p> <p>2. 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> <p>3. You are the project manager for a large construction project. The project objective is to construct a set of outbuildings to house the Olympic support team that will be arriving in your city 18 months from the projects start date. Resources are not readily available as they are currently assigned to other projects. Jack, an expert crane operator, is needed for this project two months from today.</p>	10

	<p>Which of the following skills will you use to get Jack assigned to your project?</p> <ul style="list-style-type: none"><li>a) Negotiation and influencing skills</li><li>b) Communication and organizational skills</li><li>c) Communication skills</li><li>d) Problem-solving skills</li></ul> <p>4. What is one of the advantages of a functional structure?</p> <ul style="list-style-type: none"><li>a) All employees report to one manager and have a clear chain of Command.</li><li>b) All employees report to two or more managers, but project team Members show loyalty to functional managers.</li><li>c) The organization is focused on projects and project work.</li><li>d) Teams are collocated.</li></ul> <p>5. You are a project manager working on gathering requirements and establishing estimates for the project. Which process group are you in?</p> <ul style="list-style-type: none"><li>a) Planning</li><li>b) Executing</li><li>c) Initiation</li><li>d) Controlling</li></ul> <p>6. What are the tools and techniques used in the Initiation process?</p> <ul style="list-style-type: none"><li>a) Project selection criteria, historical information, expert judgment</li><li>b) Project selection methods, historical information, expert judgment</li><li>c) Project selection criteria, expert judgment</li><li>d) Project selection methods, expert judgment</li></ul> <p>7. Which of the following is true regarding the scope statement?</p> <ul style="list-style-type: none"><li>a) It describes how to make changes to project scope.</li><li>b) It describes project deliverables and serves as a baseline for future project decisions.</li><li>c) It assesses the stability of the project scope and is a baseline for future project decisions.</li><li>d) It assesses the reliability of the project scope and describes the frequency of changes and their impacts.</li></ul>	
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8. You are working on a project that is similar in scope to a project performed last year by your company. You might consider which of the following?

- a) Using the previous project's alternatives identification as a template
- b) Reusing the previous project's benefit/cost analysis as justification for this project
- c) Using the previous project's WBS as a template
- d) Reusing the previous project's product description when writing the scope statement

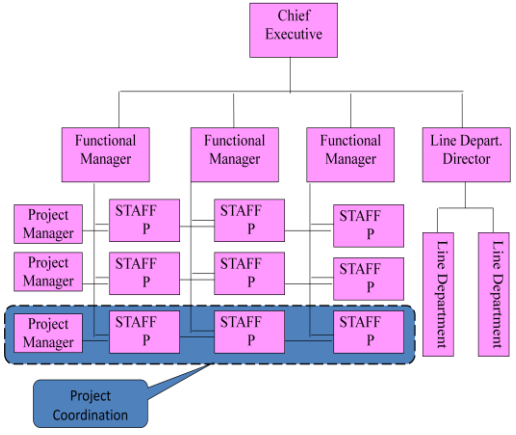
9. Your company, Kick That Ball Sports, has appointed you project manager for their new Cricket product line introduction. This is a national effort and all the retail stores across the country need to have the new products on the shelves before the media advertising blitz begins. The product line involves three new products, some with multiple deliverables. You are ready to create the WBS. Which of the following is true?

- a) The WBS should include the three new products and the advertising campaign as level two deliverables.
- b) The WBS should include the three new products as level two deliverables.
- c) The WBS should include the three new products as level two deliverables and the advertising campaign as a level three deliverable.
- d) The WBS should include the three new products and the advertising campaign as level three deliverables.

10. All of the following are true regarding the WBS except:

- a) It is a deliverables-oriented grouping of project deliverables and elements.
- b) It defines and organizes the work of the project in a hierarchical form.
- c) It provides a framework for the work of the project, and work not shown on the WBS is not included in the project.
- d) It defines all the deliverables of the project, but the activities level should not be listed on the WBS.

	<b>Part B (Question Numbers 2 to 10)</b>	
	2. Define a Project. What are the characteristics that are normally identifies in all types of projects that needs a formal management approach to handling the decisions and issues in an organization?	(06)
	3. Explain what project management is, Why it is different from other forms of management.	(06)
	4. Outline the role and scope of a project manager. You may take an example to support your answer. What are the unique skills that the project manager must possess?	(07)
	5. The time, cost quality trade-off clearly shows a relationship between shows a relationship between these three parameters. Take the example of organizing a college festival in the project management mode of planning and control. Give examples how these trade-offs apply to this project while involving in the decision making process.	(09)
	6. Take the example of a book publishing company and identify the phases of the project life cycle. Clearly articulate the Pre Project phase, Concept phase, Design Phase, Implement phase and the commission phase in the case of the book publishing project.	(08)
	7. You have been appointed the project manager (Read as Event manager) for organizing a music concert in your home town. Outline how you would use the Work Breakdown structure (WBS) to subdivide the work and define work packages.	(08)
	8. Consider the Project of planning a career for yourself and serve the society by applying your knowledge, Skills and a positive attitude to be part of the project management team in any organisation that you choose to work with. Prepare a Brief on the Project Plan for the project detailing: <ul style="list-style-type: none"> <li>• A detailed description of the project scope and deliverables.</li> <li>• A Work Breakdown Structure defining the tasks (including development tasks) that comprise each project deliverable.</li> <li>• An implementation timeline with designated milestones.</li> <li>• A schedule of costs against time for the project.</li> <li>• An analysis of risks applying to the project.</li> <li>• How the delivered project will be evaluated and tested for final acceptance.</li> <li>• Details of the stakeholders, suppliers and the project implementation team</li> </ul>	(16)

	<p>(names, positions, involvement)..</p> <ul style="list-style-type: none"> <li>Identity of the manager responsible for governance: (Project Brief / Scope Change / Finalisation) of the project.</li> </ul>	
	<p>9. Given below is a structure of an organization that indicates the flow of formal authority and responsibility. Discuss the nature and the operational mechanics of such an organization by taking the example of a project context in which this organizational structure is adapted.</p>  <pre> graph TD     CE[Chief Executive] --&gt; FM1[Functional Manager]     CE --&gt; FM2[Functional Manager]     CE --&gt; FM3[Functional Manager]     CE --&gt; LDD[Line Depart. Director]          FM1 --&gt; PM1[Project Manager]     FM1 --&gt; PM2[Project Manager]     FM1 --&gt; SP1[STAFF P]          FM2 --&gt; PM3[Project Manager]     FM2 --&gt; PM4[Project Manager]     FM2 --&gt; SP2[STAFF P]          FM3 --&gt; PM5[Project Manager]     FM3 --&gt; PM6[Project Manager]     FM3 --&gt; SP3[STAFF P]          LDD --&gt; LD1[Line Department]     LDD --&gt; LD2[Line Department]          PM1 --- PC[Project Coordination]     PM2 --- PC     PM3 --- PC     PM4 --- PC     PM5 --- PC     PM6 --- PC   </pre>	(10)
	<p>10. Explain with an example the five project management process group activities with the help of an example of taking up the painting of your place of residence or your hostel building. How do you say this is a project?</p>	(08)
	<p>11. What is project scope management? How do you scope a project which involves and R &amp; D Component of work as a major part of the project deliverables?</p>	(08)
	<b>Part –C</b>	
12.	<p>The Feasibility study offers the project manager &amp; management students a framework to assess the feasibility of a project against predefined parameters. Consider a Public Private Partnership (PPP) or BOOT (Build Own operate and Transfer) project to (select a project):</p> <ul style="list-style-type: none"> <li>Refurbish and operate the Bangalore Underground Tunnel.</li> <li>Build &amp; Operate a toll road or toll bridge.</li> <li>Build &amp; Operate a Power Station.</li> </ul> <p>For your selected project (Any one of the three as above), Carry out the following analysis and articulate your ideas clearly in as minimum sentences as possible.</p> <p>I. Identify your key stakeholders and determine their influence on the project.</p>	15

	<ul style="list-style-type: none"><li>II. Your client is the stakeholder, identify their needs and state how the project will fulfill their needs.</li><li>III. A key function of the feasibility study is to confirm that you can make the product or perform the service. If appropriate outline the build method.</li><li>IV. Identify any internal and external constraints that will affect your project.</li><li>V. The economists say if the <b>“aggregate gains exceed the aggregate losses”</b> then the project passes their test. How can this test be applied to your project?</li></ul>	
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