

INDIAN STATISTICAL INSTITUTE

Bangalore Centre

Program:-MS (Quality Management systems)

Course:-Project Management

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 weightage of 10 marks and is compulsory. Part B consists of 7 questions with equal weightage and you need to answer any four it will be evaluated for a total of 20 Marks. Part C consists of three case studies out of which you will have to attempt two case study problems. Each case study carries 10 Marks.

Q.No.	Part A	Marks
1		
i.	Which organization has set the de facto standards for project management techniques? A. PMBOK B. PMO C. PMI D. PMA	(01)
ii.	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: A. Project initiation B. Ongoing operations C. A project D. Project execution	(01)
iii.	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	(01)
iv.	What is one of the advantages of a functional structure? A. All employees report to one manager and have a clear chain of command. B. All employees report to two or more managers, but project team members show loyalty to functional managers. C. The organization is focused on projects and project work. D. Teams are collocated.	(01)
v.	The Project Integration Management knowledge area is made up of which of the following processes? A. Initiation, Project Plan Development, and Integrated Change Control B. Project Plan Development, Project Plan Execution, and Integrated Change Control	(01)

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	C. Project Plan Development, Initiation, and Scope Planning D. Initiation, Scope Planning, and Integrated Change Control	
vi.	<p>You are a project manager for a documentary film company. In light of a recent national tragedy, the company president wants to get a new documentary on the rescue efforts of the heroic firefighters to air as soon as possible. She's looking to you to make this documentary the best that's ever been produced in the history of this company. She guarantees you free rein to use whatever resources you need to get this project done quickly. However, the best photographer in the company is currently working on another assignment. Which of the following is true?</p> <p>A. The primary constraint is time because the president wants the film done quickly. She told you to get it to air as soon as possible.</p> <p>B. Resources are the primary constraint. Even though the president has given you free rein on resource use, you assume she didn't mean those actively assigned to projects.</p> <p>C. The schedule is the primary constraint. Even though the president has given you free rein on resource use, you assume she didn't mean those actively assigned to projects. The photographer won't be finished for another three weeks on his current assignment, so schedule adjustments will have to be made.</p> <p>D. The primary constraint is quality because the president wants this to be the best film ever produced by this company. She's given you free rein to use whatever resources needed to get the job done.</p>	(01)
vii.	<p>Which of the following is true regarding the scope statement?</p> <p>A. It describes how to make changes to project scope.</p> <p>B. It describes project deliverables and serves as a baseline for future project decisions.</p> <p>C. It assesses the stability of the project scope and is a baseline for future project decisions.</p> <p>D. It assesses the reliability of the project scope and describes the frequency of changes and their impacts.</p>	(01)
viii.	<p>You are a project manager for an agricultural supply company. You have just completed and obtained sign-off on the scope statement for your new Natural Bug Busters project. A key stakeholder has informed you that a deliverable is missing from the scope statement. This deliverable is a critical success factor. You should do which of the following?</p> <p>A. Inform the stakeholder that work not stated in the scope statement is excluded from the project.</p> <p>B. Modify the scope statement to reflect the new deliverable.</p> <p>C. Inform the stakeholder that this deliverable can be included in the next project since sign-off has already been obtained.</p> <p>D. Modify the scope statement after an approved change request has been received from the stakeholder.</p>	(01)
ix.	<p>You are a project manager responsible for the construction of a new office complex. You are taking over for a project manager who recently left the company. The prior project manager completed the project charter and the scope statement for this project. In your interviews with some key</p>	(01)

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	stakeholders, you conclude that the scope statement was poorly constructed. You know all of the following are true except: A. It will be difficult to assess future project decisions from this scope statement. B. It will be difficult to decompose the deliverables from this scope statement. C. It will be difficult to assess cost and time estimates from this scope statement. D. It will be difficult to create an accurate WBS from this scope statement.	
x.	What are the outputs of the Scope Planning process? A. Product analysis, scope statement, and scope management plan B. Scope statement, scope management plan, and WBS C. Scope statement, supporting detail, and WBS D. Scope statement, supporting detail, and scope management plan	(01)

Part B (Question Numbers 2 to 8)		
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?	(05)
3.	Explain the key challenges in the area of project management. In what way project management differentiates itself from operations management.	(05)
4.	What are the key skills that the project manager must possess in order to effective in his role? Which among these skills should help in formulating the scope of the project?	(05)
5.	What are the triple constraints in the context of project management? Represent this in the triangle structure. Take the example of organizing a visit of an international delegate to your city and Give examples how these trade-offs apply to this project while involving yourself as a project in the decision making process.	(05)
	Explain with an example the five project management process group activities with the help of an example of taking up work of cleaning your campus and removing weeds and harmful shrubs through a botanical process of identification of the plant species with the help of experts.	(05)
7.	Outline how you would use the Work Breakdown structure (WBS) to subdivide the work and define work packages. Give an Example.	(05)
8.	What is project scope management? How do you scope a project which involves and R & D Component of work as a major part of the project	(05)

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	deliverables?	
	Part –C (Question Numbers 9 to 11)	
9.	<p>Consider the Project of planning of starting an NGO with the objective of serving the elderly people in the society as part of the inclusive growth policy of the Government. Prepare a Brief on the Project Plan for the project detailing:</p> <ul style="list-style-type: none">• A detailed description of the project scope and deliverables.• A Work Breakdown Structure defining the tasks (including development tasks) that comprise each project deliverable.• An implementation timeline with designated milestones.• Details of the stakeholders, suppliers and the project implementation team (names, positions, involvement).• Identity of the manager responsible for governance: (Project Brief / Scope Change / Finalisation) of the project.	(10 * 2=20)
10.	<p>Flagship International has just purchased a new building to house their growing staff. They consider themselves very lucky to have won the bid on the property located in a prime section of the downtown area. The building is a historic building and is in need of some repairs and upgrades to make it suitable for office space. Constructing the renovations will require special handling and care as outlined in the <i>Historical Society Building Revisions Guide</i>. Alfredo Magginiti is the project manager assigned to the renovation project. Alfredo has already gathered the deliverables for this project. In so doing, he's discovered that he will not be able to manage all the work himself. He will need several subproject managers working on individual deliverables all reporting to him. Alfredo calls a meeting with the other project managers to deliver the WBS. Let's eavesdrop on the meeting.</p> <p>“As you all know, we're planning to move into the Lincoln Street building by November 1st. There is quite a bit of work to do between now and then, and I'm enlisting each of you to manage a segment of this project. Take a look at this WBS.”</p>	

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A portion of the WBS Alfredo constructed looks like this:

Lincoln Street Building Renovation

- 1.0 Facility Safety
 - 1.1 Sprinkler System
 - 1.2 Elevators
 - 1.3 Emergency Evacuation Plans
- 2.0 Asbestos Abatement
 - 2.1 Inspection and Identification
 - 2.2 Plans for Removal
- 3.0 Office Space
 - 3.1 Building Floor Plans
 - 3.2 Plans for Office Space Allocation
 - 3.3 Plans for Break Room Facilities
 - 3.4 Plans for Employee Workout Room

Alfredo continues, "I'm going to manage the Facility Safety project. Adrian, I'd like you to take the Asbestos Abatement project, and Orlando, you're responsible for the Office Space project."

"Alfredo," Adrian says. "Asbestos abatement is going to take contractors and specialized equipment. We don't have staff to do these tasks."

"I understand. You'll need to take charge of securing the contractor to handle this. Your responsibility will be to manage the contractor and keep them on schedule," Alfredo answers.

Orlando reminds Alfredo that he's missed a deliverable on the WBS. "Part of the Office Space project needs to include the network communications and telecommunications equipment rooms. I don't see that on here."

"Good point, Orlando," Alfredo says. "The level three and four elements of this WBS are not complete. Each of you has been assigned to the subproject level, or level two. Your first assignment is to meet back here in 2 weeks with your WBS broken down to the activity level for each of your projects. And I'd like to see some ideas about the staff assignments you'd make at the activity level and how long you think these activities will take. We'll refine those after we meet next."

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11.	<p>Analyze this case situation and identify the key concepts of scope management and work breakdown structure development based on the knowledge that you have acquired during the course interactions.</p> <p>Most people consider project management to be concerned simply with the practical implementation stage. However, it is important to consider every stage from the initial conception of the idea to the longer-term impact of the project. The Framework therefore adopts a life-cycle approach and separates each project into the following five stages:</p> <ul style="list-style-type: none">• Stage 1: identification of need;• Stage 2: option analysis and approval;• Stage 3: implementation of the project;• Stage 4: evaluation of the project and the supporting Framework;• Stage 5: long-term review. <p>The five stages of the Framework are considered in detail for all major projects. Consider the situation of a project proposal to start an aggregator model of providing the cab service to commuters in a major metropolitan city like Bangalore. This requires setting up a call centre to pool in demand requests. Drawing agreements with owners of vehicles and drivers for them to attach themselves and their vehicles to the aggregator service organization. Imagine you are conceiving this business opportunity from an innovation model point of view. Describe the five stage approach that is applicable in this case situation.</p>	
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