

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

Mid Term Exam

Duration: 2 Hrs

Date: September 08, 2016

Max Marks: 60

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 course taught to you. Each Question carries 1 Mark ½ Mark for picking the right choice and ½ mark for justifying your selection.
- Part B & C together consists of five marks questions and 10 marks questions to test your ability to get into the subject in detail. The Total marks for this section is 30 Marks.
- Part D consists of questions on the basis of case study method of problem solving- this is meant to evaluate your ability to apply the knowledge to real world problem situations and scenario's. The total marks for this section is 20 Marks.

I	Part A (Answer all questions in this section compulsorily)	10 Marks
	1.1 The measure of success of a project in a project environment is :- 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 aspects of the project. d) The project meets or exceeds the expectations of all the stakeholders.	
	1.2 The Triple Constraints of a project as recognized by project managers that makes the project management a challenging area of Professional field of study and practice are:- a) Time, schedules, and Quality b) Time, availability, and Quality c) Time, money, and schedules d) Time, money, and Quality	
	1.3 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. D. It defines all the deliverables of the project, but the activities level Should not be listed on the WBS.	

	<p>1.4 Which of the following is true regarding the scope statement?</p> <ul style="list-style-type: none"> 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. 	
	<p>1.5 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"> A. Planning B. Executing C. Initiation D. Controlling 	
	<p>1.6 When managing a project, the project manager:</p> <ul style="list-style-type: none"> A. Must take into consideration the internal and external environments, B. Need only deal with the internal environment since the sponsor will deal with the external environment. C. Should manage the external stakeholders and external environment. D. Must liaise with regulating bodies to ensure requirements include the latest legislation. 	
	<p>1.7 The Project Leader must:</p> <ul style="list-style-type: none"> A. Let the team members find their own level within the team B. Provide direction and focus by communicating project objectives C. Delegate all work D. Use democratic management methods throughout team building and development 	
	<p>18 Which is a scheduling tool?</p> <ul style="list-style-type: none"> A. Network diagram B. Responsibility matrix C. Product breakdown structure D. Internal rate of return 	
	<p>1.9 Which of the following best describes a project's context?</p> <ul style="list-style-type: none"> A. The environment in which the business operates B. The geographic location in which the project is undertaken C. The external and internal environments including stakeholders' interests and influences D. d. Industry and business sector practices 	
	<p>1.10 Project integration involves:</p> <ul style="list-style-type: none"> A. Bringing people, activities and resources together to perform effectively B. Technical aspects of the project C. Effective execution of project activities D. Team working 	

II	Part B Answer any Four Questions from the following	20 Marks																											
	<p>11. Define a project. Give an example of a project environment. Mention any one area of challenge.</p> <p>12. Bring out the distinction between portfolios, programs and projects.</p> <p>13. Differentiate between Project Function and the Operations Function in an organization.</p> <p>14. Identify and specify the roles of the five process groups that are defined in the project management context.</p> <p>15. Sketch the diagram showing the time phase of a project and the process group interactions.</p> <p>16. What is Project Scope Management? Mention the major aspects of project scope management.</p> <p>17. "The key mechanisms for managing projects include: people, tools, techniques, equipment and organization". Take an example of any project and specify the role of each of these mechanisms.</p> <p>18. "The work breakdown structure shows the logic dependencies between works". Take the example of plant construction project involving design sub project building sub project. Sketch the Work breakdown structure for this project.</p>																												
III	PART C Answer any two questions from the following	10 Marks																											
	<p>19. "Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements." It is the responsibility of the project manager to ensure project management techniques are applied and followed. Deliberate the statement with help of an example.</p> <p>20. A project consists of the following activities with precedence relationships as shown.</p> <p>(i) Draw the project Network</p> <p>(ii) Find the critical path</p> <p>(iii) Determine the total float and free float of each activity.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Job</th> <th>Predecessor</th> <th>Time (weeks)</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>-</td> <td>3</td> </tr> <tr> <td>B</td> <td>-</td> <td>6</td> </tr> <tr> <td>C</td> <td>A</td> <td>2</td> </tr> <tr> <td>D</td> <td>A,B</td> <td>4</td> </tr> <tr> <td>E</td> <td>A</td> <td>2</td> </tr> <tr> <td>F</td> <td>C</td> <td>7</td> </tr> <tr> <td>G</td> <td>B,C</td> <td>4</td> </tr> <tr> <td>H</td> <td>C,E</td> <td>3</td> </tr> </tbody> </table>	Job	Predecessor	Time (weeks)	A	-	3	B	-	6	C	A	2	D	A,B	4	E	A	2	F	C	7	G	B,C	4	H	C,E	3	
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	<p>21. "Project Management focus on completing project on-time, within the allotted budget and defined scope, and satisfying the required quality standard". Review critically and analyze the performance of any of the projects in the public or private domain that you are aware of and evaluate the project based on these parameters. Do you consider the project as a success story or a failure story? Why?.</p> <p>22. The five processes that are part of any project are 1. Initiating processes. 2. Planning processes. 3. Executing processes. 4. Controlling processes. 5. Closing processes. Mention the area of work for each of the five project management process groups and the project manager's role in each of the process groups.</p>	
	<p>PART-D (CASE STUDY)</p>	<p>20 Marks</p>
IV	<p>Scope Management defines the purpose by outlining what the project should achieve together with what should be included in the project, and just as importantly –what should be excluded from the project. For your case study you have been appointed to project manage to refit of a "Super Yatch". Outline how you will manage the scope. Your presentation should consider the following</p> <ol style="list-style-type: none"> 1. Outline how the project charter will establish the boundaries of the project together with the responsibilities and authorities of the project manager. 2. Outline how the scope of the work will be defined. 3. There will be always change of the scope of the work. Outline how the proposed system will capture and process any changes. 4. Outline how documents associated with scope management will be communicated and controlled. 5. It is important to learn from the mistakes and successes of your projects. Outline how you progressively close out your project. 	