



# INDIAN STATISTICAL INSTITUTE

Bangalore Centre (SQC & OR Division)

Program:-MS (Quality Management Systems)

**Course:-Project Management**

**MIDTERM EXAMINATION SEPTEMBER 2022**

**Max. Marks: 50**

### Instructions to the Candidates:

- The question paper Consists of Four Parts. Part A & B are compulsory and all questions must be answered. Part –A consists of 10 Multiple Choice questions each carries 1 Mark. Part B Consists of 5 questions which requires one line answers. Part C Consists of five marks questions to test your ability to get into the subject in detail. There are eight questions set in Part C out of which you are required to answer any 5. Part D consists of two questions with 10 marks weightage out of which you are required to answer any one. The Maximum marks for this examination is 50.

Q.No.	Part A	Marks
	<b>In this section there are 10 Multiple choice questions. (MCQs). You are required to write the correct choice by choosing the most appropriate answer.</b>	<b>10</b>
1.1	Which of these is not one of the constraints of a project? A. Scope. B. Resources. C. Team. D. Budget.	01
1.2	Which of the following types of Organizational Charts can be BEST used to track project resources. A. Hierarchical-type Organizational Chart. B. Organizational Breakdown Structure. C. Resource Breakdown Structure. D. Responsibility Assignment Matrix.	01
1.3	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
1.4	Which of the following is not correct about initial phase of a project? A. The cost associated at the beginning of the project is highest. B. Stakeholders have maximum influence during this phase C. The highest uncertainty is at this stage of the project. D. All the above statements are correct.	01
1.5	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
1.6	Which of the following choices is not one of the driving forces behind the increasing demand for the knowledge area of project management? A. Compression of the product life cycle B. Knowledge explosion C. Development of third world and closed economies D. More emphasis on the product and less on the customer	01
1.7	The PERT in project management means program evaluation and _____ technique. A. Resource B. Reconciliation	01



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	C. Reconsideration D. Review	
<b>1.8</b>	“Risk” usually _____ as the project progresses. A. Increases B. Reduces C. Remains same D. Becomes negligible	01
<b>1.9</b>	Assembling project team and assigning their responsibilities are done during which phase of a project management? A. Initiation B. Planning C. Execution D. Closure	01
<b>1.10</b>	Which from the following represents the correct project cycle? A. Planning→ Initiating→ Executing→ Closing B. Planning→ Executing→ Initiating→ Closing C. Initiating→ Planning→ Executing→ Closing D. Initiating→ Executing→ Planning→ Closing	01
<b>Part B (Very short answer)</b>		<b>05</b>
<b>1.11</b>	Mention the five process groups identified in the Project Management Framework?	01
<b>1.12</b>	List any of the two traits that project manager must possess.	01
<b>1.13</b>	Mention any two items that are included as part of the project charter.	01
<b>1.14</b>	Mention the triple constraints in the context of project management.	01
<b>1.15</b>	What are the components of a project management plan?	01

	<b>Part C (Short Answers)</b> <b>(Answer any Five from the following) Each question carries 5 Marks.</b>	<b>25</b>
<b>2</b>	What are the key skills that the project manager must possess in order to be effective in his/her role? Which among these skills should help him/her in correctly formulating the scope of the project?	05
<b>3.</b>	What are the triple constraints in the context of project management? Represent this in the triangle structure. Take an example to illustrate.	05
<b>4.</b>	Write down the Project Charter in the standard format for the project that has the objective of successfully designing and building a Steel bridge in a metropolitan city. (Highlight the Business Case and Project Statement of work.)	05
<b>5.</b>	What is Project Scope Management? Mention the major aspects of project scope management.	05
<b>6.</b>	What is WBS? Take the example of chemical plant construction project involving design sub project, building sub project etc. Sketch the Work breakdown structure for this project.	05
<b>7.</b>	Define a project. You are given the responsibility of organizing the football tournament in your institution. Can this situation be considered as a project? Why or Why not? Substantiate your answer.	05
<b>8.</b>	Mention any three of the rules and conventions used while developing the precedence diagrams.	05



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<b>9.</b>	Bring out clearly the distinction between routine operations and project management. Give an illustrative example for each of these.	05
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	<b>Part D (Answer any One full questions)</b>	<b>10</b>
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<b>10.</b>	<p>The following table gives the activity time data of a certain project together with immediate predecessor requirement:-</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Activity</th> <th style="text-align: center;">Immediate Predecessor</th> <th style="text-align: center;">Time in Days</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">A</td> <td style="text-align: center;">-</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">B</td> <td style="text-align: center;">-</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">C</td> <td style="text-align: center;">A</td> <td style="text-align: center;">2</td> </tr> <tr> <td style="text-align: center;">D</td> <td style="text-align: center;">B</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">E</td> <td style="text-align: center;">A,B</td> <td style="text-align: center;">5</td> </tr> <tr> <td style="text-align: center;">F</td> <td style="text-align: center;">C,D</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">I</td> <td style="text-align: center;">F,G</td> <td style="text-align: center;">2</td> </tr> </tbody> </table> <p>Construct the network for the project and find the critical path and hence the time required to complete the project.</p>	Activity	Immediate Predecessor	Time in Days	A	-	3	B	-	4	C	A	2	D	B	3	E	A,B	5	F	C,D	3	G	E	4	I	F,G	2	10
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I	F,G	2																											

	<b>OR</b>	
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<b>11.</b>	<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” Based on this definition and assuming for your case study you have been appointed as the project manager for the ship building project for the first indigenously designed and built aircraft carrier Indian Naval Ship (INS) Vikrant.</p> <p>Outline how you will manage the scope in this context. Your presentation should consider the following</p> <ol style="list-style-type: none"> <li>1. Outline how the project charter will establish the boundaries of the project together with the responsibilities and authorities of the project manager.</li> <li>2. Outline how the scope of the work will be defined.</li> <li>3. There will be always change of the scope of the work. Outline how the proposed system will capture and process any changes.</li> </ol>	10
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