**University of Mumbai**

Program: **ALL\_Institute Level Optional Course 2**

**Question Bank**

Curriculum Scheme: Rev2016

Examination: BE Semester VIII

Course Code: ILO 8021 and Course Name: PROJECT MANAGEMENT

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**Objective Questions**

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| **Q1.** | **Choose the correct option for following questions. All the Questions are compulsory and carry equal marks** |
| 1. | Which is an example of Triple Constraint? |
| Option A: | Scope, Human Resource, Time |
| Option B: | Quality, Scope, Human Resource |
| Option C: | Cost, Human Resource, Time |
| Option D: | Scope, Cost, Time |
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| 2. | The payback period for a project |
| Option A: | is the initial fixed investment in the project divided by the estimated annual net cash inflows from the project. |
| Option B: | is the discounted cash flow method determines the net present value of all cash flows by discounting them by the required rate of return |
| Option C: | Also known as the benefit–cost ratio |
| Option D: | the internal rate of return is the discount rate that equates the present values of the two sets of flows. |
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| 3. | Earliest expected time of completion for an activity is found using |
| Option A: | Expected time calculation |
| Option B: | Forward Pass method |
| Option C: | Backword Pass Method |
| Option D: | Crashing |
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| 4. | Why does activities on critical path of a CPM network are called critical |
| Option A: | They represent maximum project completion time |
| Option B: | They cannot tolerate any delay in completion |
| Option C: | They consume maximum rresources |
| Option D: | These are most cpmplex activities on project |
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| 5. | The lowest element in the hierarchical breakdown of the WBS is |
| Option A: | Deliverable |
| Option B: | Work package |
| Option C: | Responsibility matrix |
| Option D: | Bottoms up budget |
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| 6. | Which of the following technique will ensure that impact of risk will be less? |
| Option A: | Risk avoidance technique |
| Option B: | Risk Mitigation technique |
| Option C: | Risk contingency technique |
| Option D: | Risk monotoring technique |
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| 7. | A risk is known as Positive risk or opportunity if- |
| Option A: | Impact is positive which you may want to actualize |
| Option B: | Impact is negative which you want to lesson its impact |
| Option C: | Impact is positive which you want to lesson its impact |
| Option D: | Impact is negative which you may want to actualize |
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| 8. | A project is overbudget when |
| Option A: | CPI > 1 |
| Option B: | SPI > 1 |
| Option C: | CPI and SPI > 1 |
| Option D: | CPI less than 1 |
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| 9. | What is a quality audit? |
| Option A: | A team meeting dedicated to measuring and examinations. |
| Option B: | A quality based inspection of work results. |
| Option C: | A structured review of quality management activities. |
| Option D: | A meeting with the customer to identify quality requirements. |
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| 10. | Most important 4 values identified by PMI are responsibility, respect, fairness, and |
| Option A: | sincere |
| Option B: | dishonesty |
| Option C: | Honesty |
| Option D: | workholic |
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| 11. | Which amongst the following does not comes under Non Numeric Model of Project Selection? |
| Option A: | Non Linear Programming |
| Option B: | The Scared Cow |
| Option C: | The Operating Necessity |
| Option D: | The Competitive Necessity |
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| 12. | In which stage of team development the entire team act as a strangers? |
| Option A: | Forming |
| Option B: | Storming |
| Option C: | Norming |
| Option D: | Performing |
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| 13. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ encompasses the processes used for making sure project procurement is successful |
| Option A: | Project Selection |
| Option B: | Project Management |
| Option C: | Project Resource Management |
| Option D: | Project procurement management |
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| 14. | Biggest challenges in leading Multicultural team is |
| Option A: | Language Barrier |
| Option B: | Cultural Barrier |
| Option C: | Building common trust and vision |
| Option D: | All of above |
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| 15. | \_\_\_\_\_\_\_\_\_\_\_\_type of Audit is also termed as Inspection |
| Option A: | Quality Audit |
| Option B: | Risk Audit |
| Option C: | Normal Audit |
| Option D: | Procurement Audit |
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| 16. | \_\_\_\_\_\_\_\_\_\_\_ is developed to establish a common understanding of project scope. |
| Option A: | Work Based Schedule |
| Option B: | Work Based Specifications |
| Option C: | Work Breakdown Specifications |
| Option D: | Work Breakdown Structure |
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| 17. | Budgeted cost for work performed (BCWP) or earned value is |
| Option A: | Perceived Value |
| Option B: | Planned Value |
| Option C: | Earned Value |
| Option D: | Derived Value |
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| 18. | Schedule Performance Index is ratio of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Option A: | Earned Value / Planned Value |
| Option B: | Earned Value / Actual Cost |
| Option C: | Planned Value / Derived Value |
| Option D: | Spend Value / Earned Value |
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| 19. | Project Life cycle is plotted on 2 dimensional matrix. The dimensions are |
| Option A: | Time Line v/s Budget |
| Option B: | Time Line v/s Efforts |
| Option C: | Efforts v/s Budget |
| Option D: | Perceived Value v/s Efforts |
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| 20. | Underestimation of the Project Costs result into |
| Option A: | Project Failure |
| Option B: | Interest Failure |
| Option C: | Investment Failure |
| Option D: | Extra Loan arrangement |

**Subjective Questions**

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| 1 | Differentiate between the Functional, Pure Project and Matrix organizations. |
| 2 | What are the knowledge areas and process groups in Project Management as per PMI? |
| 3 | What are the numeric and non numeric models of project selection.? |
| 4 | What are the contents of a Project Charter? Who prepares and authorizes the Project Charter? |
| 5 | Explain Probability and impact matrix. What are the risk response strategies for negative risks(threats) and positive risks(opportunities)? |
| 6 |  |
| 7 |  |
| 8 | Consider a project comprising of 9 activities with following precedence relationships and durations.   |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Activity | A | B | C | D | E | F | G | H | I | J | K | L | | Immediate predecessor | - | - | A | A | A | D | C | D | E, F | B, I | G, H | J, K | | Duration in weeks | 4 | 8 | 2 | 4 | 9 | 1 | 7 | 3 | 2 | 2 | 5 | 4 |   Draw the network and find the critical path. (05)  List the total float, free float and independent float for all the activities. (05) |
| 9 | What is a contract? What does it include? What are centralized and decentralized contracts? Explain their advantages and disadvantages. |
| 10 | List and briefly describe the ways projects may be terminated. What are some non technical reasons for project termination? |
| 11 | Compare the top down budgeting and bottoms up budgeting. |
| 12 | What are the functions of risk register? |
| 13 | Differentiate between projects and operations. |
| 14 | Describe different types of project terminations. |
| 15 | What is critical path method? |
| 16 | Explain the concept of triple constraints. |
| 17 | Explain the role of project sponsor. |
| 18 | Describe the use of Gantt chart with the help of example. |
| 19 | Explain various types of non-numeric models. |
| 20 | Write short note on  a) Project Auditing.  b) Phases of project life cycle. |
| 21 | Explain Goldratt’s Critical Chain Method. |
| 22 | Write a role on project procurement management; explain the purpose and steps involved for the same. |
| 23 | Define Probability and Impact Matrix. Explain briefly. |