University of Mumbai
Examination 2020 under cluster 4 (PCE)
Program: BE Mechanical Engineering
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Examination: Fourth Year Semester VIII
Course Code: ILO8021 and Course Name: Project Management

Question from module 1	
Q	The project takes shape during the -------------------- phase
Option A:	implementation
Option B:	planning
Option C:	initiation
Option D:	closure
Q	A project can only be successful when there is no conflict between the ………………… and the local populace.
Option A:	sponsor
Option B:	workers
Option C:	manager
Option D:	management
Q	Senior members of the project team must be
Option A:	politically sensitive
Option B:	active
Option C:	dynamic
Option D:	decision makers
Q	Members of the project team need a strong
Option A:	boss
Option B:	problem orientation
Option C:	manager
Option D:	leader
Q	Team members need a strong
Option A:	goal orientation
Option B:	coordination
Option C:	leader
Option D:	task orientation
Q	Project workers need high
Option A:	intention
Option B:	self-esteem
Option C:	goal
Option D:	attitude
Q	Project Management Team must be
Option A:	intellectual
Option B:	prudent
Option C:	dynamic
Option D:	physically competent
Q	It is important to maintain the momentum in
Option A:	implementation phase
Option B:	planninig phase
Option C:	initiation phase

Option D:	closure phase
Q	The Project Management Institute (PMI) was founded in
Option A:	1889
Option B:	1990
Option C:	1989
Option D:	2001
Q	A secondary effect of using multidisciplinary teams to deal with complex problems is
Option A:	conflict
Option B:	tie up
Option C:	agreement
Option D:	failure

<table>
<tr><td colspan="2" align="center">Question from module 2</td></tr>
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Q	Models that are easily altered to accommodate changes in the environment or managerial policy, are
Option A:	Profitability models
Option B:	Scoring models
Option C:	Numeric models
Option D:	Nonnumeric models
Q	Pareto Chart helps you find:
Option A:	Minor sources creating the majority of problems
Option B:	Majority of causes creating the minority of problems
Option C:	Cause of variation
Option D:	Cause of deviation
Q	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
Q	When a firm chooses a project selection model, the following criteria, based on Souder(1973), are most important.
Option A:	Realism, capability, flexibility
Option B:	b scope, cost
Option C:	c Quality,flexiblity
Option D:	d cost
Q	Follwing is Numeric models
Option A:	The Sacred Cow
Option B:	Profitability
Option C:	Competitive necessity
Option D:	Product line extension
Q	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.

Q	You have created the project charter but could not get it approved by senior management. Your manager and his boss have asked you to begin the project anyway. Which of the following actions is the best thing to do?
Option A:	Focus on other projects that have a signed charter.
Option B:	Start work on critical path tasks.
Option C:	Update your Project Risk Log.
Option D:	Show your manager the impact of proceeding without approval.
Q	The project charter should be issued by whom?
Option A:	One or more functional managers
Option B:	The head of the performing organization
Option C:	A manager external to the project
Option D:	The CFO
Q	Stakeholder identification should be performed at what point in a project?
Option A:	Only during the planning phase
Option B:	Only during project initiation
Option C:	At the end of the project
Option D:	Continuously throughout the project
Q	Which of the following is not true about project charter?
Option A:	Project charter is written by the Project Manager.
Option B:	Project charter defines the purpose of the project
Option C:	Identify and authorizes the Project Manager
Option D:	Project charter is authorized by Executive Management
Q	Develop project charter is part of which process group?
Option A:	Initiation
Option B:	Planning
Option C:	Executing
Option D:	Monitoring and Control
Q	What is a statement of work?
Option A:	A narrative description of the deliverables of a project
Option B:	A final bill for a project
Option C:	A project employee's timesheet
Option D:	Proof that an employee can perform the duties required by a project
Q	Models that are easily altered to accommodate changes in the environment or managerial policy, are
Option A:	Profitability models
Option B:	Scoring models
Option C:	Numeric models
Option D:	Nonnumeric models
Q	The models designed to overcome some of the disadvantages of profitability model is known as
Option A:	Scoring models
Option B:	Factoring models
Option C:	Evaluation models
Option D:	Gradation models
Q	The Delphi technique was developed by the Rand Corporation in
Option A:	1989
Option B:	1978
Option C:	1969

Option D:	1990
Q	In profitability models, the variation falls into general category of
Option A:	2 types
Option B:	3 types
Option C:	4 types
Option D:	6 types
Q	Why is payback method often considered inferior to discounted cash flow in capital investment appraisal.
Option A:	It is more difficult to calculate
Option B:	It does not calculate how long it will take recoup the money invested
Option C:	It only takes into account the future income of a project.
Option D:	it does not take account of the time value of money
Q	The amount of time required to recover the initial investment that the sponsors inject in the project.
Option A:	Payback period
Option B:	Net present value
Option C:	Internal Rate of Return
Option D:	Return on Investment
Q	A project would normally be undertaken if its Net Present Value (NPV) is
Option A:	Exactly the same as the NPV of the existing project
Option B:	negative
Option C:	positive
Option D:	Zero
Q	Advantage of Profitability model is
Option A:	Models that do not include discounting ignore the timing of the cash flows and the time–value of money.
Option B:	Payback-type models ignore cash flows beyond the payback perio
Option C:	All use readily available accounting data to determine the cash flows.
Option D:	All are sensitive to errors in the input data for the early years of the project.
Question from module 3	
Q	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
Q	Latest starting date for an activity is estimated using
Option A:	Resource leveling
Option B:	Backword Pass Method
Option C:	Forward Pass method
Option D:	Crashing
Q	Select the correct statement from the following
Option A:	Slack or float of dummy activity is always equal to zero
Option B:	There is always only one critical path in the network
Option C:	A path is called a critical path if it is the longest path in a project network
Option D:	Crashing cost linearly increases with no of days crashed
Q	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
Q	If an activity with free slack time of 2 weeks is delayed by 1 week
Option A:	the project will be delayed by 1 week.
Option B:	the slack time of all activities that follow this activity is reduced by 1 week.
Option C:	no other activity in the project is affected.
Option D:	the probability of completing the project on time decreases.
Q	When many activities are planned to start at the same time in project schedule, the project is likely to be following
Option A:	Goldratt's Critical Chain
Option B:	Concurrent Engineering
Option C:	Research and Development Project
Option D:	laddering approach
Q	A projeect has three independent critical paths A (Having maximum no. of activities), B(Using maximum rsources) and C(Having maximum crashing cost). To reduce the project length, we have to crash
Option A:	Activities on Path A
Option B:	Activities on Path B
Option C:	Activities on Path C
Option D:	Activities on Paths A, B and C simultaneously
Q	In PERT, if the pessimistic time were 14 weeks, the optimistic time were 8 weeks, and the most likely time were 11 weeks,
Option A:	the variance would be 1 week.
Option B:	the variance would be 11 weeks.
Option C:	the expected time would be 6 weeks.
Option D:	the expected time would be 5.5 weeks.
Q	Project Manager is looking at a document that outlines the specific tasks and subtasks required to complete the writing of program for accounting system. The document is most likely the ….....
Option A:	Responsibility matrix
Option B:	Organization breakdown structure
Option C:	Work breakdown structure
Option D:	Priority matrix
Q	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
Q	Cost accountant is forecasting how much money her department needs to support a new project. She estimates that two people and Rs.2.5 lakhs in expenses will cover her needs. Since usually management insists on reducing forecasts by 20 percent, she increases her estimates to allow for that reduction. This is example of..
Option A:	Padding of estimates
Option B:	Planning horizon
Option C:	People behaviour
Option D:	Organization culture
Q	Which of the following is a good condition for top-down estimating?
Option A:	Tight Cost and time deadlines

Option B:	Internal, small project
Option C:	Fixed price contract
Option D:	Customer wants details of estimates
Q	Information to develop a project network is collected from the
Option A:	Work breakdown structure
Option B:	Budget
Option C:	Project proposal
Option D:	Responsibility matrix
Q	Part of a project is to 'Develop Product Specifications'. This is best classified as a(an)
Option A:	Event
Option B:	Path
Option C:	Activity
Option D:	Milestone
Q	A critical path of a projeect has four independent activities A(5,1.666), B(15,1.666), D(4,0.444) and E(5,0). The bracketed terms are (expected time, standard deviation) The expected duration of critical path is …... and variance of critical path is …...
Option A:	29 , 2.39
Option B:	29 , 5.75
Option C:	29 , 3.77
Option D:	24 , 3.77
Q	A project has following activities with their duration in brackets. 1-2(6), 1-3(5), 3-4(5), 2-4(5), 2-5(8) and 4-5(2). What is the duration of the project?
Option A:	12
Option B:	16
Option C:	14
Option D:	13
Q	A critical path of a projeect has three independent activities A(5,1), B(3,1) and D(4,2). The bracketed terms are (expected time, standard deviation) The expected duration of critical path is …... and probability of completing it in that duration is….
Option A:	12, 50%
Option B:	12, 98%
Option C:	8, 50%
Option D:	9, 98%
Q	An activity considered for PERT scheduling has estimated durations as, optimistic 5 days, pessimistic 10 days, and most likely 6 days. What is the expected time duration for this activity?
Option A:	6.5 days
Option B:	9 days
Option C:	8.5 days
Option D:	5.5 days
Q	An activity on the CPM network has Early start on 8th day, Early Finish is 14th day, Late start is 10th day and Late finish is 16th day. What is the float available for this activity?
Option A:	6 days
Option B:	8 days
Option C:	1 day

Option D:	2 days
Q	The project has critical path duration of 21 weeks and the variance of critical path is 3.44. What is completion time corresponding to 98% probability if Z value is 2.06 for 98% probability?
Option A:	21 weeks
Option B:	25 weeks
Option C:	28 weeks
Option D:	20 weeks
Question from module 4	
Q	The percentage of likelihood of every risk is -
Option A:	100%
Option B:	75%
Option C:	50%
Option D:	25%
Q	Risk management is responsibility of the -
Option A:	Customer
Option B:	Investor
Option C:	Developer
Option D:	Project team
Q	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
Q	What is associated with product risk?
Option A:	Control of test item
Option B:	Negative consequences
Option C:	non-availability of test environment
Option D:	Test object
Q	What is risk?
Option A:	Negative consequence that could occur
Option B:	Negative consequence that will occur
Option C:	Negative consequence that must occur
Option D:	Negative consequence that shall occur
Q	A document you use to capture all known risks is called
Option A:	Risk Log
Option B:	Risk Register
Option C:	Risk List
Option D:	Risk Diary
Q	A process that involves prioritizing risks for further action or analysis by assessing the impact and the probability of occurrence is called-
Option A:	Qualitative Risk Analysis
Option B:	Risk Brainstorming
Option C:	Quantitative Risk Analysis
Option D:	Risk Retrospective
Q	When do you perform Risk Identification?
Option A:	At the beginning of a project.
Option B:	During project planning.

Option C:	During the whole lifetime of a project.
Option D:	During project execution.
Q	What is the correct option in which terms the Risk is expressed ?
Option A:	probability and impact.
Option B:	probability and cost
Option C:	probability and time
Option D:	probability and data
Q	What assess the risk and your plans for risk mitigation and revise these when you learn more about the risk?
Option A:	Risk monitoring
Option B:	Risk planning
Option C:	Risk analysis
Option D:	Risk identification
Q	Risk should be analysed and evalauted considering the
Option A:	Likelihood and cost
Option B:	Likelihood and Level of impact
Option C:	Likelihood and time
Option D:	Likelihood and data
Q	Which method is not used for Qualitative risk analysis ?
Option A:	delphi method
Option B:	SWIFT analysis
Option C:	Decision Tree Analysis
Option D:	Backtracking method
Q	Which method is not used for Quantitative risk analysis ?
Option A:	Three point estimation
Option B:	Decision Tree Analysis
Option C:	SWIFT analysis
Option D:	Expected Monetery Value(EMV)
Q	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
Q	Strategy to deal with negative risk are-
Option A:	Escalate, mitigate, transfer, avoid, accept
Option B:	costing
Option C:	listing
Option D:	exploit
<td colspan="2" align="center">**Question from module 5**</td>	
Q	Of the following baselines which is not a part of the Project Management Plan ?
Option A:	Scope Baseline
Option B:	Quality Baseline
Option C:	Cost Baseline
Option D:	Schedule Baseline
Q	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
Q	You are the project manager and have decided to outsource a part of the project to a vendor. You have offered a bonus to the vendor if the work is completed in two months. This is an example of _____.
Option A:	project incentive
Option B:	project goal
Option C:	fixed price contract
Option D:	Time and Material
Q	You are responsible for a project with high risks particularly during the early phases - your sponsor has asked for performance reports on a monthly basis. At the end of the first month you report a CPI greater than 1 and also the SPI greater than 1. What would this mean ?
Option A:	The project is behind schedule and over budget
Option B:	The project is ahead of schedule and under budget
Option C:	The project is ahead of schedule but over budget
Option D:	The project is behind schedule but under budget
Q	As a part of the Executive Management team - you have a number of project managers reporting into you. One of the project managers has reported data for her project that has got you worried regarding health of the project. EV = 300000 USD , PV = 550000 USD , AC = 200000 USD You are worried since as per your calculations the project is behind schedule. However the Project Manager disagrees and she feels the project is ahead of schedule - what is the correct interpretation of the data ?
Option A:	Both are incorrect - the health of the project cannot be determined from this information
Option B:	Both are correct as interpretation is very subjective
Option C:	You are correct - the project is behind schedule
Option D:	Your Project Manager is correct - the project is ahead of schedule
Q	As a manager on a project you have identified and created the WBS and WBS Dictionary.You also plan to ensure that each deliverable gets the blessings of your stakeholders and sponsors.Which process are you planning to perform?
Option A:	Scope Verification
Option B:	Perform Quality Control
Option C:	Control Scope
Option D:	Define Scope
Q	If the planned value (PV) is $275,000 and the earned value (EV) is $300,000, the schedule variance (SV) is:
Option A:	25,000 USD
Option B:	Negative 25000 USD
Option C:	125,000 USD
Option D:	575,000 USD
Q	You have been given 100,000 USD to complete the project. 60,000 USD has been spent, though as per the schedule, 55,000 USD should have been spent to complete the same work. What is the Budget at Completion (BAC)?
Option A:	55,000 USD
Option B:	100,000 USD
Option C:	60,000 USD
Option D:	105,000 USD

Q	You have been given 100,000 USD to complete the project. 60,000 USD has been spent, though as per the schedule, 55,000 USD should have been spent to complete the same work. What is the Actual Cost (AC)?
Option A:	55,000 USD
Option B:	100,000 USD
Option C:	60,000 USD
Option D:	105,000 USD
Q	You have been given 100,000 USD to complete the project. 60,000 USD has been spent, though as per the schedule, 55,000 USD should have been spent to complete the same work. What is the Planned Value (PV)?
Option A:	55,000 USD
Option B:	100,000 USD
Option C:	60,000 USD
Option D:	105,000 USD
Q	You are in charge of a project and to ensure things go well - you have had monthly meetings with the stakeholders.The project is running on schedule and budget.You are in your fourth month of execution - but the stakeholder indicates dissatisfaction with the deliverables.To make changes in the deliverables would mean a delay in the schedule.What would have been the most important process that could have prevented this situation?
Option A:	Scope Planning
Option B:	Scope Control
Option C:	Schedule Control
Option D:	Risk Monitoring and Control
Q	The project that you are in charge has been successfully completed.The last of the deliverables have been formally accepted by the client.You had several contractors with whom contracts were prepared.With the project done you decide to communicate the completion details and closure of contracts.Which is the best form of communication?
Option A:	Formal written
Option B:	Formal verbal
Option C:	Informal verbal
Option D:	Informal written
Q	You are in charge of a software project and you are almost 40% complete.The project stakeholders want a performance report to date.You had planned to use Earned Value Management methodology.You come up with the following numbers: EV = 100 AC = 300 PV = 150 BAC = 600 You and your team have faced numerous issues till now . However you choose to ignore the current work performance and decide to go with what was originally planned. Based on this information what would be the EAC for the project ?
Option A:	800
Option B:	200
Option C:	600
Option D:	1800

Q	As a manager on a project your key outlook is to ensure that the project delivers within the scheduled timelines with minimal rework and customer delight.For some time now the project work is proceeding smoothly with a CPI and SPI a perfect 1.One of your team members approaches you and indicates that she might possibly need a long vacation on personal grounds.She indicates this could possibly occur in two months from now.You look up the schedule and as luck would have it - this team member happens to be scheduled to execute activities which are on the critical path - and her absence in two months time would cause a delay in schedule.You decide to take some action and reschedule task allocation to ensure that this team member is not planned to work on any of the critical path activities.What did you just do ?
Option A:	Mitigate the risk
Option B:	Avoid the risk
Option C:	Transfer the risk
Option D:	Exploit the risk
Q	You are in charge of building a shopping portal.You are fairly confident as you have a team experienced in doing such work.As per the agreement at the end of the first month you organize a demonstration of the software.You invite the sponsor and key stakeholders.Later the sponsor informs you that she is not very happy with the progress indicating that one of the clients who would be using this software is not satisfied as her needs are not being met.To satisfy this client's needs would mean some radical changes with an impact to both cost and schedule.What could be the root cause of this issue?
Option A:	Deliverables were not as per requirement
Option B:	The stakeholder is making unrealistic demands
Option C:	The scope statement was ambiguous leading to this
Option D:	All the stakeholders were not identified
Q	You are in your third month of project execution which is expected to continue for a duration of 14 calendar months. Your sponsor has asked for a performance report. You decide to create a S curve. Based on the S curve you report your Actual Cost which is more than the Earned Value.Also the Planned Value is greater than the Earned Value. What would be the interpretation of this data ?
Option A:	The project is over budget and behind schedule
Option B:	The project is on schedule and on budget
Option C:	The project is over budget but on schedule
Option D:	The project is on budget but behind schedule
Q	Your company has been tasked with providing estimates for a road construction project. You have data available related to costs per square feet. You now need to provide an estimate of the cost of the project based on this data - what estimation technique is most applicable in such a scenario ?
Option A:	Top Down estimates
Option B:	Parametric Estimating technique
Option C:	Bottom Up Estimating
Option D:	Analogous Estimation

Q	You have successfully completed a project.You have now been assigned a project which is midway into its execution.You have had to take this project due to non availability of the current project manager due to health.This is a complex project involving multiple contractors and teams at various geographical locations.You decide to look up the requirements of the types of reports and frequency of sending them.Where would you find this information?
Option A:	Project Management Plan
Option B:	Scope Management Plan
Option C:	Communication Management Plan
Option D:	Stakeholder Analysis
Q	Midway through the project as a Manager you are performing Earned Value Methodology to report performance. Based on your calculations you realize that the initial plan is no longer valid.However you still need to provide an EAC - what is the best course of action ?
Option A:	Calculate EAC as EAC = BAC / CPI
Option B:	Calculate EAC as EAC = AC + BAC - EV
Option C:	Calculate EAC as EAC = AC + (BAC - EV/(CPI * SPI)
Option D:	Calculate EAC as EAC = AC + Bottom up Estimate
Q	Which of the following statement is true regarding Procurement Documents
Option A:	These are the response documents provided by Seller to the Buyer.
Option B:	It is the formal agreed contract between the buyer and seller
Option C:	It is used to solicit proposals from sellers and contains details of expected services or work to be done
Option D:	Describes how product or services will be acquired externally and type of contract to be administered
Questions from module 6	
Q	Professional ethics is to followed only in
Option A:	at Work place
Option B:	at home
Option C:	in service
Option D:	at work, in home and in service
Q	Professional ethics will come to rescue when we are
Option A:	ask to compromise on our integrity or on value
Option B:	ask to compromise on our technical cability
Option C:	ask to compromise on our technical capacity
Option D:	ask to compromise in our efforts
Q	Most important 4 values identified by PMI are responsibility, respect, fairness, and
Option A:	sincere
Option B:	dishonesty
Option C:	Honesty
Option D:	workoholic
Q	Which conduct is subject to disciplinary action
Option A:	Aspirational conduct
Option B:	Mandatory conduct
Option C:	Organisational conduct
Option D:	Personal conduct
Q	As practitioner we make decision and take action based on the best interests of society, public safety, and

Option A:	Self
Option B:	Family
Option C:	Organisation
Option D:	environment
Q	We should accept only those assignments that are consistent with our background, experience, skills, and
Option A:	qualification
Option B:	exposure
Option C:	familiarity
Option D:	knowledge
Q	When we make errors or ommision
Option A:	we take ownership and make no correction
Option B:	we take ownership and make necessary correction
Option C:	we do not take ownership and make necessary correction
Option D:	we do not take ownership and make no necessary correction
Q	We listen to others point of view, seeking to understand them is
Option A:	Respect
Option B:	Responsibility
Option C:	Conduct
Option D:	Fairness
Q	When our conduct is free from self interest , prejudice, and favaritism is
Option A:	Respect
Option B:	Responsibility
Option C:	Conduct
Option D:	Fairness
Q	PMI followed processes laid by _____ in formulating ethics
Option A:	ACM
Option B:	ANSI
Option C:	IEEE
Option D:	IETE