



**ANSWERS**

1. (a)	21. (d)	41. (d)	61. (b)	81. (d)
2. (d)	22. (a)	42. (c)	62. (c)	82. (b)
3. (d)	23. (d)	43. (b)	63. (a)	83. (b)
4. (b)	24. (b)	44. (b)	64. (d)	84. (b)
5. (c)	25. (c)	45. (d)	65. (d)	85. (c)
6. (a)	26. (b)	46. (d)	66. (d)	86. (c)
7. (b)	27. (a)	47. (a)	67. (d)	87. (b)
8. (b)	28. (c)	48. (b)	68. (b)	88. (d)
9. (b)	29. (a)	49. (a)	69. (c)	89. (b)
10. (a)	30. (c)	50. (c)	70. (b)	90. (d)
11. (b)	31. (b)	51. (d)	71. (d)	91. (d)
12. (a)	32. (a)	52. (b)	72. (c)	92. (a)
13. (b)	33. (a)	53. (b)	73. (b)	93. (c)
14. (d)	34. (c)	54. (a)	74. (d)	94. (c)
15. (d)	35. (a)	55. (c)	75. (c)	95. (c)
16. (b)	36. (a)	56. (d)	76. (a)	96. (a)
17. (d)	37. (c)	57. (d)	77. (d)	97. (c)
18. (c)	38. (c)	58. (c)	78. (d)	98. (c)
19. (d)	39. (d)	59. (d)	79. (d)	99. (c)
20. (b)	40. (d)	60. (a)	80. (d)	100. (a)

1. (a)

In rolling wave planning, near term work is planned in more detail, while the distant work is planned broadly.

2. (d)

A project is planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations. It has a mission or a target and also definite finish time. Projects can vary in terms of technology, equipment and materials, machinery and people, work ethics and organizational culture.

3 (d)

The type of organization with reference to project management and organizational structure. Organizations can be broadly divided into three general types: Functional, Projectized and Matrix (midway between Functional and Projectized). Knowledge about the type of organization is vital to project success as the project management approach will be dependent on the type of organization in which the Project Manager is working in.

- **Functional Organization:** Functional organizations are organized around the functions the organization need to be performed.
- Functions include: Human Resources, Information Technology, Sales, Marketing, Administration, etc.
- This is the traditional structure of organizations
- The "Project Management" role will be performed by a team member of a functional area under the management of a functional manager
- Resources are controlled and authorized by functional managers
- The "Project Management" role would act more like a "Project Co-ordinator" or "Project Expediter" who do not usually carry the title of "Project Manager"
- Project Management is considered a part-time responsibility
- Authority of the "Project Manager" is very limited
- **Projectized Organization:** Projectized Organizations are organized around projects

for maximal project management effectiveness.

- The Project Manager is given more authority and resources control
- The Project Manager is responsible to the Sponsor and/or Senior Management
- The Project Manager is usually a full-time role
- Team members are usually co-located within the same office / virtually co-located to maximize communication effectiveness
- There can be some functional units within organization, however, those units are having a supportive function only without authority over the project manager
- **Matrix Organization:** Matrix Organizations are organizations with structures that carries a blend of the characteristics of functional and projectized organizations.
  - Matrix organizations can be classified as weak, balanced or strong based on the relative authority of the Functional Manager and Project Manager
  - If the "Project Manager" is given a role of more like "Project Co-ordinator" or "Project Expediter", then the organization is considered "Weak Matrix"
  - If the "Project Manager" is given much more authority on resources and budget spending, the organization is considered "Strong Matrix"
  - The differentiations between Functional Organization vs Weak Matrix and also Projectized Organization vs Strong Matrix are not very clear cut.

4. (b)

In a Weak Matrix organization, the project manager has no authority over the project budget and resources. He needs permission from the functional manager to use the resources.

5. (c)

In a balanced matrix organization structure, both managers have equal authority over the budget.

6. (a)

7. (b)

Project constraints are scope, resources, quality, schedule, budget and risk.

**8. (b)**

According to the Project Management Institute (PMI), the term **project stakeholder** refers to, "an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project".

**Project stakeholders** are entities that have an interest in a given project. These stakeholders may be inside or outside an organization which:

1. sponsor a project, or
2. have an interest or a gain upon a successful completion of a project;
3. may have a positive or negative influence in the project completion.

The following are examples of project stakeholders:

- Project leader
- Senior management
- Project team members
- Project customer
- Resource Managers
- Line Managers
- Product user group
- Project testers
- Any group impacted by the project as it progresses
- Any group impacted by the project when it is completed
- Subcontractors to the project
- Consultants to the project

**9. (b)**

Project managers need to develop communication strategies to engage stakeholders throughout the project. Strategies such as meetings, shared resources and project hubs keep stakeholders continuously informed and expectations are transparent, leaving no room for miscommunication or confusion.

**10. (a)**

Most project life-cycle descriptions share a number of common characteristics :

1. Cost and staffing levels are low at the start of the project, it increases progressively

during planning phase, reaches to peak in execution phase.

2. At the start of project probability of successfully completing project is lowest and hence risk and uncertainty are highest.
3. At the start of project, ability of stakeholders to influence final output of project is highest and gets progressively reduced as project progresses.

**11. (b)**

A project lifecycle is composed of one or more phases. Options (a), (c) and (d) do not accurately describe the relationship between project phases and project life cycle and are therefore incorrect.

**12. (a)**

The concept or initiation phase comprises only those activities that initiate a project. Hence, the costs are generally lowest in this phase of the project.

**13. (b)**

The ability of the stakeholders to influence the final characteristics of the project product is highest at the start and gets progressively lower as project continues. A major contributor to this phenomenon is that the cost of changes and error correction generally increases or project continues.

**14. (d)**

Ideally speaking, each corporate, department, and section objective should be **(SMART)**

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved.

**15. (d)**

The level of authority to be exercised by the project manager is delegated by senior management. It varies considerably from company to company. The authority of the project manager must be commensurate

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with the accountability to which he is held. It is dependent on corporate policies too.

16. (b)

- \* Issues are problems, gaps inconsistencies or conflicts that occur unexpectedly in the lifecycle of a project.
- \* Issues are recorded and tracked in issue log. It provides a tool for reporting and communicating all that is happening within a project.
- \* Issue log helps a project manager to raise issues and ensure that they are investigated and resolved quickly and effectively.

17. (d)

### Project Communications Management

Given that a project manager's job is often said to be about 80% communication, this is another small knowledge area. The three processes are planning, managing and controlling project communications. It's here that you'll write your communications plan for the project and monitor all the incoming and outgoing communications. Also **Project Communications Management** includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization. Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests, which impact or have an influence upon the project execution or outcome.

18. (c)

Project Management Knowledge Areas-  
 Project Integration Management  
 Project Scope Management  
 Project Time Management  
 Project Cost Management  
 Project Quality Management  
 Project Human Resource Management

Project Communications Management

Project Risk Management

Project Procurement Management

Project Stakeholder Management

Configuration management is not in Project management knowledge areas.

19. (d)

### Project Time Management :

Project time management isn't about being personally more effective. It relates to how you manage the time people are spending on their project tasks, and how long the project takes overall. This knowledge area helps you understand the activities in the project, the sequence of those activities, and how long they are going to take.

It's also where you prepare your project schedule.

Project time management is one of the 10 PMP Knowledge Areas for project managers. It's the discipline of project management that looks at controlling the amount of time it takes to do the work. The project time management processes are:

1. Plan schedule management
2. Define activities
3. Sequence activities
4. Estimate activity resources
5. Estimate activity durations
6. Develop schedule
7. Control schedule.

20. (b)

A process is a series of actions, changes or functions bringing about a result.

21. (d)

### Project Integration Management

Integration management is a collection of processes required to ensure that the various elements of the projects are properly coordinated. It involves making trade-offs among competing objectives and alternatives to meet or exceed stakeholder needs and expectations. Comprised of:

Project plan development

Integrating and coordinating all project plans to create a consistent, coherent document

Project plan execution

Carrying out the project plan, according to the strategy, plan and activities as per the plan

Integrated change control

Coordinating changes across the project.

22. (a)

Quality audits are independent reviews performed by trained auditors or 3rd party reviewers. The purpose of a quality audit is same as the purpose of the perform quality assurance process – to identify ineffective and inefficient process used in project.

Quality audits performed correctly will provide the following benefits :

1. The products of the project is fit for use and meets safety standards.
2. Applicable laws and standards are adhered to.
3. Quality improvements are identified.
4. The corrective action is recommended and implemented where necessary.

23. (d)

**Project Scope Management**

‘Scope’ is the way to define what your project will deliver. Scope management is all about making sure that everyone is clear about what the project is for and what it includes. It covers collecting requirements and preparing the work breakdown structure.

24. (b)

Net present value (NPV) is a method of determining the current value of all future cash flows generated by a project after accounting for the initial capital investment. It is widely used in capital budgeting to establish which projects are likely to turn the greatest profit. It excludes variations in the value of money over time.

25. (c)

In project management, a **project charter**, **project definition**, or **project statement** is a statement of the scope, objectives, and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project

manager. It serves as a reference of authority for the future of the project. The terms of reference are usually part of the project charter.

A project charter should:

- Contain the essence of the project.
- Provide a shared understanding of the project.
- Act as a contract between the project sponsor, key stakeholders and the project team.

The project charter is usually a short document that refers to more detailed documents such as a new offering request or a request for proposal.

26. (b)

We can Choose Project B. All the same, compare the Risks in both for better judgement. We go with higher rate of return i.e B.

27. (a)

**Initiation Phase** : It is during this phase that feasibility study is performed to decide whether project can be undertaken or not. Only after this phase if the management decides to take up the project and the others cases follows.

28. (c)

The Delphi technique has all of the following characteristics

It is a way to reach a consensus of experts on a subject such as project risk.

It is a technique in which project risk experts participate anonymously.

It helps reduce bias in the data and keeps any one person from having undue influence on the outcome.

29. (a)

The primary objective of capacity planning techniques is to estimate capacity requirements early enough to be able to meet those requirements and flawless execution of the capacity plan allows the firm to avoid unpleasant surprises like insufficient capacity leads to deteriorating delivery performance & excess capacity may be a needless expense. Market Potential, Funds Availability and Break Even

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- Analysis becomes the important factors in Capacity Planning.
- 30. (c)** The Initiating (conception) process is where stakeholders have the greatest ability to influence outcomes of the project. Risk is highest during this stage because of the high degree of unknown factors.
- 31. (b)** Work package descriptions are not part of project charter, they are part of work breakdown structure (WBS) document.
- 32. (a)** The project manager should be named early in the project, during project initiating if possible. It is then his or her responsibility to control the project throughout its life.
- 33. (a)** A kickoff meeting is the first meeting among the project stakeholders. This meeting can be held among the high-level project stakeholders such as the project sponsor, management, and the project manager.
- At the project level, you can have this meeting with your team members. Since all of your team members are new, this will be their first meeting together.
- If the project is small, you can have only one project meeting with all of your team members before starting the project work. However, if the project is large you can have it at the beginning of each phase.
- If the project is very large, complex, and spread out in a large geographical area and you want to have a kickoff meeting, you can have it. However, in this case, the meeting will be a virtual kickoff meeting where all participants can communicate with each other through the internet.
- The kickoff meeting is an important tool for the project manager to get to know all team members and motivate them to achieve the project objectives. This is the first meeting for the project and mainly performs the task of kick-starting the project. A kickoff meeting is an opportunity for you to demonstrate your abilities to lead and direct the project; therefore, you must plan and manage this meeting carefully.
- 34. (c)** Fall back plan is used when a primary response plan process to be inadequate contingency reserve can be used for managing risk but conducting bidder conference is not a strategy used in risk management.
- 35. (a)** A **project plan**, according to the Project Management Body of Knowledge (PMBOK), is: "...a formal, approved document used to guide both *project execution* and *project control*. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among *project stakeholders*, and document approved scope, cost, and schedule *baselines*. A project plan may be summarized or detailed.
- 36. (a)** Elapsed time is the time between designating a resource to a task and the completion of the task. In simple terms, it is the passage of calendar days. Elapsed Time includes holidays and weekends. Elapsed time can be traced by milestones that have been set on the schedule of the project.
- Consider the first house painting example. You work 6 hours a day for 9 days. The elapsed time for a normal day's work may be 4 hours, which includes 4 hours of real time work plus breaks and lunch time. Your Elapsed Time is 11 days, and that includes a Saturday and a Sunday, including the breaks you take in between.
- 37. (c)** To calculate the late start and late finish dates for a set of tasks, we use backward pass. Early Start (ES) and Early Finish (EF) use the forward pass technique.
- 38. (c)** A **statement of work (SOW)** is a document routinely employed in the field of project management. It defines project-specific activities, deliverables and timelines for a vendor providing services to the client. The SOW typically also includes detailed requirements and pricing, with standard regulatory and governance terms and conditions

39. (d)

40. (d)

The term resource planning refers to planning of labor, capital equipment and materials.

41. (d)

Cost control is concerned with measuring variances from the cost baseline and taking effective corrective action to achieve minimum costs. Procedures are applied to monitor expenditures and performance against the progress of a project. All changes to the cost baseline need to be recorded and the expected final total costs are continuously forecasted. When actual cost information becomes available an important part of cost control is to explain what is causing the variance from the cost baseline. Based on this analysis, corrective action might be required to avoid cost overruns.

Cost Control is control changes to the Project Budget, so answer B and C.

42. (c)

43. (b)

The Bar Chart or Gantt Chart, shows the durations, the starting and the ending date.

44. (b)

Bottom-up estimating is an extremely helpful technique in project management as it allows for the ability to get a more refined estimate of a particular component of work. In bottom-up estimating, each task is broken down into smaller components. Then, individual estimates are developed to determine what specifically is needed to meet the requirements of each of these smaller components of the work. The estimates for the smaller individual components are then aggregated to develop a larger estimate for the entire task as a whole. In doing this, the estimate for the task as a whole is typically far more accurate, as it allows for careful consideration of each of the smaller parts of the task and then combining these carefully considered estimates rather than merely making one large estimate which typically will not as thoroughly consider all of the individual components of a task. In general, the smaller the scope, the greater the accuracy.

45. (d)

Thus, Bottom –up estimating is the most accurate cost estimating technique .

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46. (d)

47. (a)

Resource planning involves determining what quantities are to be used to perform project activities.

48. (b)

In essential, **WBS** which is nothing but **decomposition** of project work or deliverables into smaller more manageable parts.

49. (a)

A responsibility assignment matrix(RAM), also known as RACI matrix or linear responsibility chart<sup>l</sup> (LRC), describes the participation by various roles in completing tasks or deliverables for a project or business process.It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes.

50. (c)

A work package is a group of related tasks within a project. Because they look like projects themselves, they are often thought of as sub-projects within a larger project. Work packages are the smallest unit of work that a project can be broken down to when creating your Work Breakdown Structure (WBS).Tasks are typically grouped into work packages based on geographical area, engineering discipline, technology, or the time needed to accomplish them.

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51. (d)

Histogram is useful in determining how much time is expected from various team members and/or functions.

52. (b)

The WBS is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create deliverables.

53. (b)

The cost baseline is a "time-phased budget that is used as a basis against which to measure, monitor, and control overall cost performance on the project." Cost, detail and duration of any activity will be provided by Cost Estimates, WBS and Project schedule respectively.

54. (a)

If you have more than one critical path, risk to your project will increase because now you have more than one path to manage closely.

55. (c)

Risk management is helping in the selection of good project, determining project scope, and developing realistic estimate.

56. (d)

Root cause analysis seeks to find the cause of a particular risk

57. (d)

Option (a) refer to risk management  
 Option (b) refers to Delphi technique  
 Option (c) refers to project management  
 Option (d) best describes the change management

58. (c)

59. (d)

Project risk is defined as the cumulative effect of chances of uncertain occurrences which will adversely affect project objectives

60. (a)

61. (b)

62. (c)

**Project Risk Characterization:** Identifying the potential external or internal risks associated with procurement actions using estimates of probability of occurrence.

It is important to know the risk event that can take place, the probability of it and what will be its impact if it occurs.

63. (a)

**Analogous Estimating :** Analogous estimating uses a similar past project to estimate the duration or cost of current project, thus the root of the word is analogy.

It is used when there is limited information regarding the current project, an analogous estimate is considered "top-down" and is generally not as accurate as other estimating techniques.

Because the project manager's, and possibly the team's, experience and judgment are applied to the estimating process, it is considered a combination of historical information and expert judgment.

64. (d)

**Seven Factors Leading to Poor Execution of Strategy:**

There are many risks and pitfalls (hidden risks) for strategy execution, besides 'culture eating strategy for breakfast', there are more factors leading to the poor execution of strategy.

1. **Strategy Creep : Give lip service to the strategy.** Similar to the damage scope creep can cause to projects, Strategy Creep can be indicative of larger planning issues such as poor due diligence in the planning phase, no alignment with vision or mission, lack of clear objectives, lack of clear goals, etc. There's lack of resource to support strategy.
2. **Weak Leadership :** There is a list of reasons why strategy implementations fail, but every reason points back to weak or ineffective leadership. Implementing new strategies is difficult and is often met with great resistance. Leaders must be willing to display the courage and determination required to continually push the initiative forward to achieve the desired goal.



3. **Poor Prioritization** : Lack of prioritization of strategic objectives; lack of detail planning to support plan goal achievement. It is important but so is other priority, and when you have to decide how to spend your time and staffing, what to communicate to the management team and troops, how your reward and what you recognize, this strategy doesn't make the cut or gets just a little of your attention and resources.
4. **Poor Communication and Coordination** : Lack clear employee understanding of the strategy and what it looks like in action at each individual employee's level. And the absence of a clear strategy map. Letting the wrong pressures into the system such as "get that product out there yesterday" to beat the competition, to discover that you managed to do their work and beat yourself in the process.
5. **Mis-Translation of Strategy into Goals** : Once a strategy is formulated, it has to be translated into goals. A strategy is a general outline of loose action items that create departmental goals; goals are concrete items with a measurable factor and deadlines. Failure to recognize and manage the devil in the details. When you designed the strategy, you may not have understood that the execution was going to impact other areas of the business in ways you didn't anticipate. Stay engaged.
6. **Lack of Governance Structure** : The failure can often be linked with poor execution of strategy. You can have the greatest strategic plan in the world, but it will be worthless if the organizations are not accountable to anyone for execution of their tasks.
  - Organizational misalignment/poor strategy cascading (to business units, departments, and individual goal plans)
  - Lack of active involvement in strategy execution governance management at the executive and organizational leader level
7. **Lack of Meaningful Measurement** : Failure to Measure: What gets measured done, especially when there are reward and recognition involved. Ensure you have something to measure. Understand time frames for when to expect to see a difference. Execution of a strategy takes

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much longer to show up in meaningful metrics than originally conceived. Have measurements to track (part of governance practice) and track performance, providing management and staff communication on progress, and recognition of milestones & misses and the people who are achieving the desired results.

65. (d)

Carrying out means execution and it is happening in execution phase.

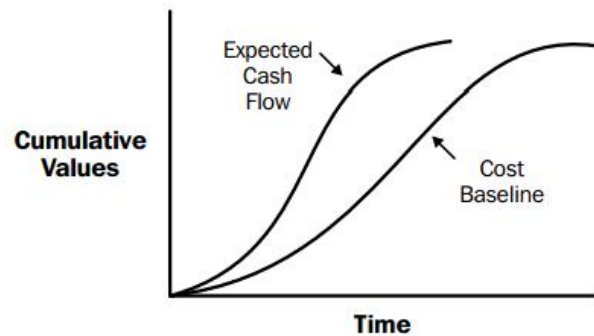
66. (d)

**Earned Value Analysis (EVA)** is an industry standard method of measuring a project's progress at any given point in time, forecasting its completion date and final cost, and analyzing variances in the schedule and budget as the project proceeds.

67. (d)

**Outputs from Cost Budgeting**

1. **Cost Baseline** : The cost baseline is a time-phased budget that will be used to measure and monitor cost performance on the project. It is developed by summing estimated costs by period and is usually displayed in the form of an S-curve, as illustrated in Figure.



Many projects, especially larger ones, may have multiple cost baselines to measure different aspects of cost performance. For example, a spending plan or cash-flow forecast is a cost baseline for measuring disbursements.

68. (b)

Even though the measurement was not identified in planning, the project manager would still have to investigate the variance and determine if it is important. Therefore, the project manager is in the project monitoring and controlling process group.

69. (c)

Work Performance Information is “the performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas; e.g. status of deliverables, and forecasted estimates to complete, etc.”

Some examples of work performance information are the time elapsed and money spent. Some examples of work performance measurements are cost variance, schedule variance, cost performance index, schedule performance index, etc.

70. (b)

**Burn Rate** is a metric to assess the performance of a certain project with respect to the original budget. In short, burn rate is the rate at which the project is spending its original budget.

$CPI = BCWP/ACWP = 1.2$  This means that for every rupee spent, the project is achieving Re. 1.20 of value.

71. (d)

Cost Performance is a measure of the efficiency of expenses spent on a project. The formula that a business normally uses to assess the Cost Performance Index (CPI) is the ratio of earned value (EV) over actual costs (AC).

$$CPI = 1000/500 = 2$$

72. (c)

Percent Complete is simply the amount of work that has been completed divided by the budget at completion.

$$\% \text{ complete} = BCWP / BAC$$

Notice that the percent complete can never be greater than 100. This is because the BAC is the sum of the budget in the project.

73. (b)

**Performing Quality Control** : Performing quality control (QC) involves monitoring specific project results to determine whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results.

It should be performed throughout the project. Quality standards include project processes and product goals. Project results include deliverables and project

management results, such as cost and schedule performance.

QC is often performed by a quality control department or similarly titled organizational unit. QC can include taking action to eliminate causes of unsatisfactory project performance.

74. (d)

A **benefit-cost ratio** is an indicator, used in **cost-benefit** analysis, that attempts to summarize the overall value for money of a project or proposal. All **benefits** and **costs** should be expressed in discounted present values.

Benefits are not profits, Benefits = Revenues/Payback

75. (c)

**Cost Variance** is as important as Schedule Variance. A project must completed within the approved budget. Exceeding planned budget is bad for stakeholders and project manager.

Cost Variance can be calculated by subtracting the actual cost from earned value.

$$\text{Cost Variance} = \text{Earned Value} - \text{Actual Cost}$$

$$CV = EV - AC$$

From the above formula, we can conclude that:

- If Cost Variance is positive, this means you are under budget.
- If Cost Variance is negative, this means you are over budget.
- If Cost Variance is zero, this means you are on budget.

**Schedule Variance** : Schedule variance tool gives us the information needed to determine if we are ahead of schedule or behind the schedule in terms of money.

Schedule Variance can be calculated by subtracting planned value from earned value.

$$\text{Schedule Variance} = \text{Earned Value} - \text{Planned Value}$$

$$SV = EV - PV$$

From the above formula, we can conclude that:

- If Schedule Variance is positive, this means you are ahead of schedule.

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- If Schedule Variance is negative, this means you are behind schedule.
- If Schedule Variance is zero, this means you are on schedule.

When the project is completed, Schedule Variance becomes zero, because at the end of the project all Planned Value has been earned.

76. (a)

Cumulative cost curves, or S-curves, enable the project manager to monitor cost variances at a glance. The difference in height between the planned-expenditure curve and the actual-expenditure curve represents the monetary value of variances at any given time.

The cost performance baseline is the total expected cost for the project when calculating a budget at completion value, using an earned value management technique. In earned value management (EVM) techniques, the cost performance baseline is also known as the performance measurement baseline (PMB).

77. (d)

Earned Value Management Variance Formulae leverage the Earned Value Management Fundamental Formulae (BAC, AC, PV, and EV) to determine the variances pertaining to project cost and schedule.

Apply the formula  $CV = EV - AC$  and  $SV = EV - PV$

where Planned Value (PV),

Earned Value (EV),

Actual Cost (AC)

Schedule Variance (SV),

Cost Variance (CV)

So  $CV = 523000 - 643000 = -120,000$

$SV = 523000 - 632000 = -100,000$

78. (d)

**Characteristics of Project Phases :** Each project phase is marked by completion of one or more deliverables. A deliverable is a tangible, verifiable work product such as a feasibility study, a detail design, or a working prototype. The deliverables, and hence the phases, are part of a generally sequential logic designed to ensure proper definition

of the product of the project.

The conclusion of a project phase is generally marked by a review of both key deliverables and project performance to date, to (a) determine if the project should continue into its next phase and (b) detect and correct errors cost effectively. These phase-end reviews are often called phase exists, stage gates, or kill points.

79. (d)

If the contractor completes the work specified in the procurement statement of work and met the term and conditions of the contract, the contract is considered complete.

80. (d)

Each project will have different requirements, but closure lists are likely to include all or most of the following:

- handover complete for all deliverables;
- all deliverables as accepted signed off by client or sponsor;
- final project status reports complete;
- all financial processes and reports complete;
- project review complete;
- staff performance evaluations and reports completed;
- staff employment on project terminated;
- all supply contracts and processes terminated;
- site operations and accommodation used for project closed down;
- disposal of equipment and materials;
- announcement of completion of project (internal, external and public relations contacts);
- completion and storage of project file.

81. (d)

**Quality Audits :** Quality audits are independent reviews performed by trained auditors or third-party reviewers. The purpose of a quality audit is the same as the purpose of the Perform Quality Assurance process – to identify ineffective and inefficient processes used on the project. These audits might examine and uncover inefficient

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processes and procedures as well.

You can perform quality audits on a regular schedule or at random depending on the organizational policies. Quality audits performed correctly will provide the following benefits :

- The product of the project is fit for use and meets safety standards.
- Applicable laws and standard are adhered to.
- Corrective action is recommended and implemented where necessary.
- The quality plan for the project is adhered to.
- Quality improvements are identified.
- The implementation of approved change requests, corrective actions, preventive actions, and defect repairs are confirmed.

82. (b)

During Closing phase, primary focus is on releasing final output to customer, handing over project documents to sponsor or organization terminating supplier contracts, communicating the closure of project to all stakeholders and releasing project resources.

Failure of project is not called project closing.

83. (b)

*Unnatural* termination occurs whether or not the project's goals have been met; it is the result of a decision to stop work at an arbitrary point. Unnatural terminations can result from a breakdown in client/vendor relationships, a change in customer needs, and unpredictable difficulty, or as the result of a lack of funds. Even a highly successful project can be terminated in midstream when a need disappears or is met by some other source.

84. (b)

Natural passing or Termination by murder is an example of termination by Extinction.

85. (c)

The difficulty with relying on verbal agreements as contractual terms is that they are much more difficult to prove as it will often be your word against your 'prospective' employee's.

This can be particularly difficult if a period of time has passed, or if the relevant manager who made the verbal agreement has changed their mind, or even left the company.

86. (c)

No functional division exists in projectised organisation. Functional division is a characteristic of functional organisation or matrix organisation.

87. (b)

A stakeholder in an organization is defined by any group or individual who can affect or is affected by the achievement of the organization's objectives.

88. (d)

Programs may include elements of related work outside of the scope of the discrete projects in the program.

A Portfolio, for our purposes, is a collection of programs and/or projects and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives.

89. (b)

- The initiating process group consists of processes necessary to define a new project or a new phase of an existing project.
- It involves obtaining authorization for the project or project phase.
- It defines objectives, outcomes, and success criteria.
- It assigns a project manager.
- It allocates funds and resources.

90. (d)

PERT is event oriented and adopts probabilistic approach while CPM is activity oriented and follows deterministic approach.

91. (d)

**Brainstorming** is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

92. (a)

A contingency plan is a response planned for risk that were identified in the planning stage. Workarounds are responses for risks that have popped up while working on the project , and were left unidentified in earlier stages. A reserve is also considered in a contingency plan to respond to the risk event, but the reserve in itself is not a plan. Therefore option C is also incorrect.

93. (c)

94. (c)

95. (c)

Appraisal costs are a specific category of quality control costs. Companies pay appraisal costs as part of the quality control process to ensure that their products and services meet customer expectations and regulatory requirements. These costs could include expenses for field tests and inspections.

96. (a)

There is minimum requirement of personnel and hence minimum cost at the project initiation stage.

97. (c)

“A program is defined as a **group of related projects managed** in a **coordinated way to obtain** benefits and control not available from managing **them** individually. Programs may include elements of related work outside the scope of the discrete projects in the program. Programs are a form of multiple **project** coordination, leading to certain **synergies**.

98. (c)

99. (c)

100. (a)

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