

GS PAPER-I (TEST-08) OBJECTIVE SOLUTION... **ANSWERS**

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

1. (b)
2. (c)
Project quality management comes under knowledge areas
3. (c)
The process groups and their respective constituent process are guides for applying appropriate project management knowledge and skills during the project
Five process groups of project management is based on shewart-Deming plan-Do-check-Act (POCA) cycle.
These are planning, executing, monitoring and controlling.
4. (c)
Planning of schedule management comes under planning process group.
5. (d)
6. (b)
Normal closure: Project completed as per the planning perpetual closure : Projects have numerous delays, sat back and problems these suffer from endless slope creep.
7. (c)
Termination by starvation involves greatly reducing the budget of project.
It is used when it is politically dangerous to cancel a project
8. (c)
9. (b)
Graphical evaluation and review techniques are similar to PERT but have the distinct advantages of allowing for looping, branching and multiple project end results.
10. (b)
11. (a)
Process are organized into 5 process groups and 10 knowledge areas.
12. (b)
According to PMBOK there are 10 knowledge areas in the field of project management :
- (i) Project integration management
(ii) Project scope management
(iii) Project time management
(iv) Project time management
(v) Project quality management
(vi) Project human resource management
(vii) Project risk management
(viii) Project procurement management
(ix) Project stakeholder management.
(x) Project communications management
13. (d)
14. (b)
If target s-curve finishes above base line s-curve It denotes Grown in project scope.
15. (d)
$$CPI = \frac{\text{Earned Value (EV)}}{\text{Actual Cost (AC)}} = \frac{BCWP}{ACWP}$$

CPI > 1, indicates actual cost > estimated cost and utilization of resource is better than planned.
16. (c)
17. (b)
 - Post control is also known as post performance control.
 - Post control is performed after completion of project work.
18. (c)
19. (d)
20. (d)
A type of strategic control that involves identifying key assumptions and a premises for plans and then gathering dates systematically to monitor their ongoing accuracy
21. (b)
Meeting specified demand characteristics at the individual level is called personalization in the context of marketing.
22. (b)
23. (b)
Four types of strategic control are:-

- (i) premise control
- (ii) Implementation control
- (iii) Strategic alert control
- (iv) strategic surveillance control

24. (d)

Gantt chart provides a graphical illustration of a schedule that helps to plan, coordinate and track specific task in a project.

25. (c)

26. (c)

27. (d)

28. (a)

Defining project activities is a technological problem and weak monitoring system is a management problem.

29. (d)

30. (b)

31. (c)

32. (c)

PMBOK defines project scope as the work that needs to be accomplished to deliver a product service or result with the specified features and functions.

33. (a)

At the start of project ability of stakeholders to influence final output of project is highest and gets progressively reduced as project progresses.

34. (a)

- jury opinion is a method of combining views of several executives regarding a forecast.
- The general practice is to bring together top executives from various fields of management such as finance, HR, marketing, purchase etc.
- In Delphi technique direct interaction among experts is avoided
- In collective opinion survey/sales force polling/expert opinion polls, estimate prepared by sales parson are used for demand forecasting.

35. (c)

- Delphi method is a group process and aims at achieving a consensus or opinion of the members

- In Delphi method experts in the field of marketing research and demand forecasting are engaged in

- analyzing economic conditions
- carrying out sample surveys of market
- conducting opinion poll.

36. (d)

37. (d)

Characteristics of Initiation phase are:-

- low cost and staffing level
- high stakeholder influence
- higher risk and uncertainty.
- low cost of changes
- project expenditure is lower.

38. (a)

- Activities are usually identified by node numbers. i.e. the number of events off events on either end the activity arrow
- Events should be numbered in such a way that logical sequence is maintained
- While numbering event, it should be ensured that succeeding event has higher number than preceding event.

39. (c)

CPM is activity oriented diagram.

40. (c)

PERT Network diagram is best suited for research and development and non repetitive projects

41. (d)

42. (d)

Smart project :

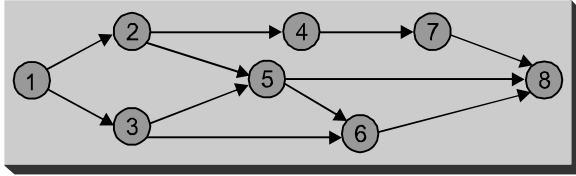
- (a) Specific
- (b) measurable
- (c) Attainable
- (d) Realistic : Should be realistic in nature, dreaming is fine but should be performed in reality.

(e) Time limited : Fixed time limit for any project

43. (b)

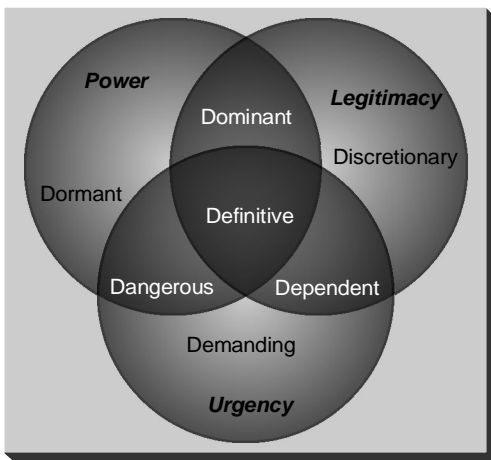
44. (d)

45. (a)



46. (d)

47. (b)



48. (c)

49. (a)

Indirect cost always increases with time.

50. (b)

- WBS is described as a hierarchical structure which is designed to logically subdivide all the work elements of the project into a graphical presentation.
- lowest level of the WBS elements of work is called work packages.
- Top down approach to planning is used.
- WBS includes 100% of the work defined by the project (100% rule)
- There shouldn't be any overlap in scope definition between different elements of WBS. (Mutually exclusive work elements).

51. (a)

RACI matrix is a tool used for identifying roles and responsibility and avoiding confusion of roles

and responsibilities during a project. RACI stands for: Responsible, Accountable, consulted, Informed.

52. (d)

- Precedence network (AON) are more widely used where repetitive tasks are involved and where overlapping and interdependencies of activities are a major feature of project.
- Activity over arrows are considered better for representation of complex projects where there is not a high degree of repetitive work.

53. (c)

54. (b)

55. (d)

56. (b)

57. (a)

58. (d)

59. (a)

60. (a)

We can't compress schedule by reducing resources. It can be done by adding more resources (crashing).

61. (b)

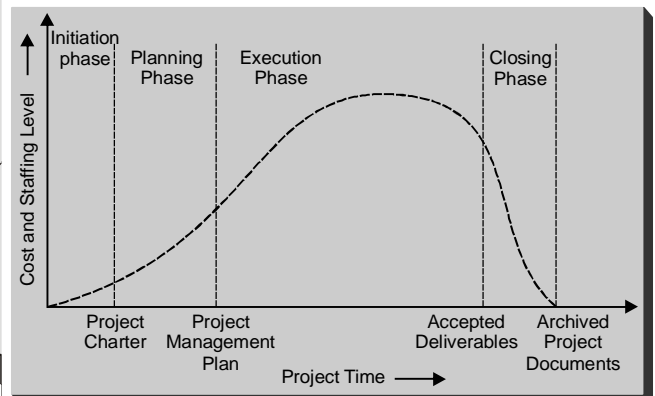
62. (d)

63. (d)

In program management only related projects are managed whereas in portfolio related and non-related projects are managed.

64. (c)

cost and staffing level are low at the start of project. it increases progressively during planning and reaches to peak in execution phase and finally it drops rapidly in closing phase.



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65. (b)

Coercive power is a negative approach of power. it uses some form of punishment or penalty to get people to do things.

66. (b)

Functional manager is in charge of firms functional department such as marketing, engineering, HR, finance etc. So resources are requested from functional manager.

67. (a)

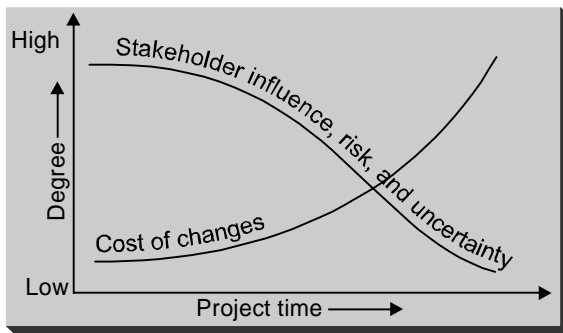
68. (a)

69. (b)

70. (c)

71. (c)

At the start of project ability of stakeholders to influences final output of project is higher and gets progressively reduced as project progresses.



At the start of project probability of successfully completing project is lowest and hence risk and uncertainty are highest. As project progresses probability of successfully completing project increases and risk reduces.

72. (b)

Projectised organization structure is opposite to functional organization structure Here either there will be no functional manager, or if exists he will have very limited role and authority.

73. (c)

In functional organization a department can handle many project at a time providing resources as required.

74. (b)

Internal rate of return IRR is the rate at which the net present value of an investment becomes zero.

Decision criteria:

- Highest IRR or IRR above minimum expected rate of return: accept the project
- Lower value of IRR or IRR below a minimum expected rate: reject the project.

75. (d)

76. (a)

Free float can be utilized without affecting the early start of its successor activity.

77. (c)

A positive risk is a condition such that it occurs, will have a positive impact on the project activities. positive risk is dealt by maximizing the opportunities to improve projects objectives with lower cost, shorter schedules, enhanced scope and higher quality.

78. (d)

79. (d)

80. (c)

Parametric estimates and analogy estimates use top-bottom approach.

81. (b)

- EMV is a quantitative technique in risk analysis which is used to quantify risk.
- A positive EMV indicates an opportunity
- A negative EMV indicates a threat

82. (a)

83. (b)

Four stage of conflict process ÷ Frustration, conceptualization and orientation, interaction and outcome.

Five conflict handling styles : Competing, accomodating, avoiding, compromising and collaborating.

3 method for resolving conflict : Avoiding, defusing, confrontation.

84. (c)

A personality clash occurs when two people find themselves in conflict not over a particular issue or incident, but due to a fundamental incompatibility in their personalities, their approach to things or their style of life. These types of

conflict are often most difficult to solve and also becomes most damaging to the project.

85. (a)

86. (c)

87. (c)

88. (a)

89. (c)

$$\text{EMV of failure} = 0.7 \times (-5000) = -3500$$

$$\text{EMV of success} = 0.3 \times 8000 = 2400$$

$$\text{Total EMV} = \text{Rs} - 1100$$

90. (a)

$$\text{CV} = \text{EV} - \text{AC}$$

$$= 8.300 - 10,400$$

$$= -2100$$

$$\text{SV} = \text{EV} - \text{PV}$$

$$= 8300 - 9400$$

$$= -1100$$

91. (c)

$$t_e \text{ (expected time)} = \frac{t_0 + 4t_m + t_p}{6}$$

$$= \frac{4 + 48 + 26}{6}$$

$$= 13$$

92. (b)

$$\text{Cost of variance} = \text{earned value} - \text{actual cost}$$

$$= 350 - 410$$

$$= -60$$

93. (c)

$$\text{CPI} = \frac{\text{EV}}{\text{AC}} = \frac{5000}{3000}$$

$$= 1.6667$$

94. (a)

95. (a)

96. (c)

A is correct but R is wrong

ABC analysis is similar to the pareto principle in that the A items will typically account for a large proportion of the overall value but a small percentage of the number of items.

97. (a)

98. (d)

AON network diagrams eliminate the use of dummies as activity is represented by nodes and logical relationship can be shown by arrows

99. (c)

AON network diagram is preferred for CPM problems as CPM is activity oriented and here activity is represented by nodes.

100. (d)

In weak matrix organizations the project manager will have limited power and authority.

His role is more like a coordinator or an expediator. Here functional manager controls the project budget.