

Section 1 - Business Planning and Project Management

1) In a matrix organization, schedule and flow of work is managed by

- A) Function managers
 - B) Marketing managers
 - C) Administration
 - D) Project Managers
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2) Project team has access to whatever technical knowledge resides in the

- A) Subcontractors group
 - B) Functional group
 - C) Marketing group
 - D) Sales group
-

3) A primary disadvantage of functional elements is the part that is not the focus of activity, is

- A) Client
 - B) Scope
 - C) Manager
 - D) Technical team
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4) In process of project management, a detailed plan of what needs to be done is compiled, known as

- A) Scoping
- B) Strategy plan
- C) Action plan
- D) Analysis plan

5) Common characteristics of effective project team members includes high-quality technical skills, political sensitivity and

- A) Both A & B
 - B) Technical skills
 - C) High self esteem
 - D) Problem orientation
-

6) Implementation plan for the project contains estimates of the

- A) Material used
 - B) Both A and B
 - C) Cost and time
 - D) Quality
-

7) Technology of a culture includes such things as the

- A) All of the Above
 - B) Material produced
 - C) Tools used by people
 - D) Skills
-

8) Second sub process in risk management process is

- A) Risk Response
- B) Risk Management Planning
- C) Risk Identification
- D) Risk monitoring and controlling

9) What does the winner's curse refer to?

- A) The tendency of negotiators to settle too quickly on an item and then subsequently to feel discomfort about a negotiation win that comes too easily.
 - B) To lose in the negotiation subsequent to the one that has been won.
 - C) To find out that the product is faulty after buying it.
 - D) The tendency of negotiators to not do business again with the other company, after closing the deal.
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10) Everything outside the system that delivers inputs or receives outputs from the system is known as

- A) Structure
 - B) Atmosphere
 - C) Environment
 - D) Micro culture
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11) Fayol talks about 'Division of Labour'

- A) FALSE
 - B) TRUE
-

12) A ratio to evaluate a proposed course of action is known as

- A) Cost-ratio
 - B) Low-cost
 - C) High-cost
 - D) Benefit-cost
-

13) Following is/are the responsibility/ies of the project manager.

- A) All of the above
- B) Budgeting and cost control
- C) Tracking project expenditure
- D) Allocating resources

14) This is NOT Project Managers hardest task

- A) Managing Conflicts
 - B) Communicating
 - C) Worrying about Competition
 - D) Guiding the Project Team
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15) Organizational structure selected will have a major impact on the ways in which the

- A) Conflicts are handled
 - B) Project is formatted
 - C) Projects are handled
 - D) WBS is handled
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16) Key to chart is provided in

- A) Man machine chart
 - B) The progress chart
 - C) The load chart
 - D) Gantt chart
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17) Analytic method focuses on breaking the components of a system into

- A) Segments
- B) Convertible elements
- C) Compiled Sets
- D) Small elements

18) A maximum flexibility in the use of staff is an advantage of using

- A) Functional Elements
 - B) Adversarial Elements
 - C) Administrative Elements
 - D) Managerial Elements
-

19) Persuasion is an essential element of effective negotiation because it helps in:

- A) achieving one's own interests
 - B) effecting agreements and solutions in the interest of all
 - C) resolving disputes among people
 - D) settling issues between two parties
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20) 'Respect for agreements which are directed at achieving obedience, application, energy and the outward marks of respect'. What was Fayol defining?

- A) Discipline
 - B) MTV
 - C) Division of Labour
 - D) Hour Rates
-

21) A four-stage model i.e. conceptualization, planning, execution, and termination are stages of life cycle defined by

- A) Adams
- B) Walls
- C) Rogets
- D) Thamhain

22) Technical plans to accomplish the project have been translated into a

- A) Schedule
 - B) Budget
 - C) Service
 - D) Both B & C
-

23) Negotiation strategy is partly concerned with

- A) ending the discussion
- B) prolonging the length of the negotiation
- C) avoiding failure
- D) searching for a common goal

24) Working interfaces have been developed and put in place, at the stage

- A) Project Build-up
 - B) Main program
 - C) Project formation
 - D) Project Phase-out
-

25) Managers in the organization need to do external and internal analysis of

- A) Data
 - B) Environment
 - C) Project
 - D) People
-

26) Since project estimates are not completely reliable, they can be ignored once a software development project begins

- A) FALSE
- B) TRUE

27) Schedules are a major source of conflicts in the

- A) Project Phase-out
 - B) Project formation
 - C) Project Build-up
 - D) Main program
-

28) Which of the following is not a characteristic of integrative negotiations?

- A) Invent options for mutual gain
 - B) Commit to meeting the needs of all involved parties
 - C) Use subjective criteria for standards of performance
 - D) Exchange information and ideas
-

29) Second task to be achieved at Project formation phase is

- A) Agreements approval
 - B) Defining Budget
 - C) Planning
 - D) Commitment of resources
-

30) Anything outside a system (the project) that can affect or be affected by system, is known as

- A) Boundary matrix
- B) Medium
- C) Channel
- D) Environment

31) Bottlenecks in resource availability or lack of required technological inputs results in

- A) Project's Quality
 - B) Project Delays
 - C) Project's Efficiency
 - D) Project Deliverables
-

32) CMMI is a successor of CMM.

- A) FALSE
 - B) TRUE
-

33) When we say ABC organization is CMMI Level 5 Company, How do you describe its stage?

- A) Optimized
 - B) Managed
 - C) Defined
 - D) Quantitatively Managed
-

34) An ability to put many pieces of a task together to form a coherent whole, is the job of

- A) Engineering manager
 - B) Project Manager
 - C) Marketing Manager
 - D) Functional manager
-

35) Gantt Charts are used for

- A) Production Schedule
- B) Scheduling and routing
- C) Forecasting Sales
- D) Linear Programming

36) Gant chart is mostly used for?

- A) Follow up
 - B) Inspection and quality control
 - C) Scheduling
 - D) Routing
-

37) CMMI stands for

- A) Consumed Maturity Model Integration
 - B) Capability Maturity Model Integration
 - C) Capability Maturity Model Increment
 - D) Capability Maturity Melt Integration
-

38) A standard for performance is settled, commonly established early on for later comparisons, is

- A) Scope line
 - B) Baseline
 - C) Performance line
 - D) Boundary line
-

39) Third task to be achieved at the Project formation phase is

- A) Defining Scope
- B) Budgeting
- C) Prioritizing the project
- D) Resource Allocation

40) Industrial engineering method is used to analyze the relationship between

- A) Input and output
 - B) Price and costs
 - C) Marketing and financing
 - D) Units and batches
-

41) Projects provide an excellent growth environment for future executives and for developing

- A) Sales skills
 - B) Managerial skills
 - C) Execution skills
 - D) Manufacturing skills
-

42) Project selection is only one of many decisions associated with....

- A) Project Management
 - B) Project Failure
 - C) Project Data collection
 - D) Project Success
-

43) In a highly structured social class society, it is difficult to practice

- A) Administrative management
- B) Additive management
- C) Participative management
- D) Passive management

44) A base of technological continuity when individuals choose to leave the project, and even the parent firm, is served by

- A) Sales Division
 - B) Functional Division
 - C) Managerial Division
 - D) Marketing Division
-

45) The final aim of negotiation is to:

- A) reach an agreement
 - B) implement an agreement between two parties
 - C) end a dispute
 - D) win at all cost
-

46) Net initial investment is divided by uniform increasing in future cash flows to calculate

- A) Earning period
 - B) Payback period
 - C) Investment period
 - D) Discounting period
-

47) Language is a particularly critical aspect of

- A) Environment
- B) Atmosphere
- C) Micro culture
- D) Culture

48) Objectives that covers Business impact on organization and its scope is known as

- A) Rare Objectives
 - B) Specific Objectives
 - C) Active Objectives
 - D) Direct Objectives
-

49) An organization that does any semiformal risk management, fail to consider risks associated with project?

- A) External environment
 - B) Uncertain future
 - C) Market value
 - D) Internal environment
-

50) Inefficient use of corporate resources results in peaks and valleys of

- A) Resource Allocation
 - B) Resource lockage
 - C) Resource Utilization
 - D) Resource Availability
-

51) Approach in which proposal begins with a general description of the problem to be addressed or project to be undertaken, is

- A) The Technical Approach
- B) The Monetary approach
- C) Scaling Approach
- D) Simple Approach

52) Project Manager will also be involved in making choices that require balancing in

- A) Both A and B
 - B) Goals of the firm
 - C) Goals of the project
 - D) Goals of the resources
-

53) Evaluation process of proposed projects or groups of projects is known as

- A) Project selection
 - B) Project Documentation
 - C) Project Analysis
 - D) Project Compilation
-

54) These should be very clear, precise, specific and informative

- A) Mission
 - B) Objectives
 - C) Ethics
 - D) Values
-

55) We need a model for assisting us in making project

- A) Model decisions
- B) Analyzing decisions
- C) Data gathering decisions
- D) Selection decisions

56) Projects require cooperation by individuals and groups of the firm. However, geographical or organizations differences doesn't matter, but

- A) Culture matters
 - B) Code of Conduct matters
 - C) Basic Values matters
 - D) Downsizing matters
-

57) 'Employees should receive orders from one superior only'. How did Fayol define this principle?

- A) Who cares?
 - B) Unity of Command
 - C) Work Culture
 - D) Unity of Direction
-

58) To avoid wastage of time and resources while communicating in the formal chain (following the organisational chart), Fayol introduced a concept. What is it better known as?

- A) Who care policy?
 - B) Throw the cat out policy
 - C) Ace Policy
 - D) Gang Plank Policy
-

59) As compared to unannounced negotiation, formal negotiation:

- A) requires less preparation
- B) is more difficult
- C) is more time consuming
- D) is simpler

60) An analysis and estimation method of cost, by classifying cost accounts as fixed or variable with respect for specific output level is considered as

- A) price analysis method
 - B) account analysis method
 - C) unit analysis method
 - D) manufacturing analysis method
-

61) Boundary of inputs and outputs differentiates the system from its

- A) Specifications
 - B) Environment
 - C) Functionality
 - D) Structure
-

62) At the project completion phase, the high-priority goal is

- A) Budget
 - B) Schedule
 - C) Performance
 - D) Cost
-

63) Specifying technical objectives to a degree, allows

- A) Detail resource allocation
- B) Detailed planning
- C) Detailed cost estimates
- D) Detailed Budgeting

64) Negotiation implies that both parties accept that the agreement between them is

- A) subject to further dispute
 - B) final and binding
 - C) conditional
 - D) necessary
-

65) Person responsible for installation, testing, and support of product is

- A) Test Engineer
 - B) Project Controller
 - C) Support Services Manager
 - D) Contract Administrator
-

66) Specialists in the functional division can be grouped to share

- A) Knowledge
 - B) Both A and C
 - C) Experience
 - D) Decision making power
-

67) PMP stands for

- A) Project Management Planning
- B) Project Management Professionals
- C) Project Management Process
- D) Project Management Phase

68) Projects provide an excellent growth environment for future executives and for developing

- A) Execution skills
 - B) Managerial skills
 - C) Sales skills
 - D) Manufacturing skills
-

69) In risk management system we must identify assumptions made in preliminary project plan that may be

- A) Source of risk
 - B) Output as risk
 - C) Input to risk
 - D) Source of Project
-

70) When there are several projects are executing simultaneously, matrix organization allows a better companywide

- A) Balance of resources
 - B) Prioritized resources
 - C) Balanced capital
 - D) Unbalanced resources
-

71) Project selection models can be classified in

- A) 3 types
- B) 4 types
- C) 6 types
- D) 2 types

72) Chances for successful completion of a multidisciplinary project are...

- A) Below expected
 - B) High
 - C) Above Expected
 - D) Very low
-

73) Analytic method focuses on breaking the components of a system into

- A) Segments
 - B) Convertible elements
 - C) Compiled Sets
 - D) Small elements
-

74) PM must perceive sufficient technical knowledge to....

- A) Outsiders
 - B) Clients
 - C) Senior Executives
 - D) Both B & C
-

75) A negotiation is discussed in a tone that focuses attention on the need to reach a satisfactory solution by

- A) setting conditions
- B) making proposals
- C) force
- D) joint problem -solving

76) Need to preserve some balance between the project time, cost, and performance is in

- A) Third set of trade-offs
 - B) Fourth set of trade-offs
 - C) Second set of trade-offs
 - D) First set of trade-offs
-

77) Individual who has responsibility for performing and completing a task sometimes overestimates

- A) Both A and B
 - B) Time required
 - C) Quality required
 - D) Cost required
-

78) PM-CMM stands for

- A) Product management capability maturity model
 - B) Project management capability maturity model
 - C) Process management capability maturity model
 - D) People management capability maturity model
-

79) PM must perceive sufficient technical knowledge to

- A) Both B & C
- B) Outsiders
- C) Clients
- D) Senior Executives

80) What is Gantt chart a type of?

- A) Work schedule design
 - B) Work flow design
 - C) Work rate design
 - D) Work output design
-

81) Methods that does best allocation of resources to tasks but are limited in size of problems they can efficiently solve, is known as

- A) Shuffled Method
 - B) Basic Methods
 - C) Heuristic methods
 - D) Optimizing methods
-

82) If desired rate of return exceeded by actual rate of return then it is classified as

- A) Present cash flow
 - B) Future cash flows
 - C) Negative cash flows
 - D) Positive cash flows
-

83) Institutions of a culture make up the society's

- A) System
- B) Integrations
- C) Attributes
- D) Structure

84) If desired rate of return is minimum by actual rate of return then it is classified as

- A) Present cash flow
 - B) Negative cash flows
 - C) Positive cash flows
 - D) Future cash flows
-

85) Fayol emphasised on the need for team work in completing objectives and in the principle 'In union, there is strength'. What term did Fayol use for expressing this?

- A) Esperit de Corps
 - B) Eau de Toilette
 - C) Gonads Gardi
 - D) Strike
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86) Process of translating cash flow into equivalent dollars at common base period is considered as

- A) Compounded cash flow
 - B) Annual cash flow
 - C) Discounted cash flow
 - D) Semi-annual cash flow
-

87) Modelling take into account the factors that reflect project technical and market risks like performance, cost, time and

- A) Implementation
- B) Testing
- C) Customer Rejection
- D) Both A & C

88) Just like cultures, micro cultures may vary from

- A) Industry to Industry
 - B) Nation to nation
 - C) Firm to firm
 - D) Both A & B
-

89) 'How will conflicts over resources/facility usage between this and other projects be settled?', is critically settled at level

- A) Main program
- B) Project Phase-out
- C) Project Build-up
- D) Project formation

90) Project managers need to face a number of problems, and to deal with them they use

- A) Report Reviews
 - B) Charts
 - C) Profit Review Calculations
 - D) Models
-

91) In the EVM method, schedule variance can be calculated as

- A) EV-PV
- B) AC-PV
- C) EV-AC
- D) AC-EV

92) Discounted Cash Flow is also known as

- A) Internal Rate of Return
 - B) Profitability Index
 - C) Net margin value
 - D) Net present value
-

93) The Gantt chart is used to:

- A) Control costs of all the activities
 - B) Provide a schedule and track costs of activities
 - C) Track the cost of the activities
 - D) Provide a schedule of the activities
-

94) Categories of cash flows include

- A) Net initial investment
 - B) Cash flow from operations after paying taxes
 - C) Cash flow from terminal disposal after paying taxes
 - D) All of above
-

95) Three of fundamental issues are delimiting the technical objectives, setting the project's relative priority and

- A) Establishing Project Councils
- B) Establishment of unions
- C) Management commitment
- D) Contractual procedures

96) In selection of project organization, determine which organizational units are required to carry out

- A) Work packages
 - B) Decision making
 - C) Operations
 - D) Processes
-

97) If project is organized as a weak matrix, the PM seeks a commitment of work from the

- A) Subcontractors
 - B) Personnel's
 - C) Functional Department
 - D) Senior Management
-

98) Groups that band together to do what is necessary to complete the project on time and to specification, is

- A) PM, project team and Functional group
 - B) Functional Groups
 - C) PM and Functional groups
 - D) PM and Project team
-

99) Allocation of every resource in the business is

- A) Market Strategy
- B) Investment
- C) A Deliverable
- D) Organizational strategy

100) 'Each group of activities with the same objective must have one head of one plan (to achieve the objective)'. What was Fayol defining?

- A) Unity of Direction
- B) Das Kapital
- C) Unity of Megalomaniacs
- D) Authority and Responsibility

Answer Keys**Question Paper No: 60885_11**

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