

1. You have been appointed as project manager for a government project. You are finding it difficult to know the likely duration of an activity when submitted to government office (say obtaining encumbrance certificate). Where do you look for information for you to estimate if this is the first type of project in your organization?

1. Tender notices
2. Ask a friend who works in government office
3. Commercially published data
4. Administrative closure procedure

Answer. 3. Commercial data reference is a case of Enterprise environment factors. These databases are very useful when the duration is not driven by actual work content but more on process time etc. 2 will not be official source to support, 1 and 4 are wrong choice.

2. Law of diminishing return may be applied to

1. Activity duration estimate
2. Crashing
3. Fast-tracking
4. Activity schedule control

Answer. 2. Crashing is a technique of schedule compression where more number of resources are added to increase the effort so that duration comes down. However, this type of crashing may not yield result if more than allowable resources are allocated for an activity. 3 is colloquially running activity in parallel. 1, 4 are not true.

3. What is not true in terms of inputs to activity duration estimating process?

1. Risks register
2. Activity cost estimates
3. Resource calendars
4. Expert judgment

Answer. 4. Expert judgment is a tool not an input while rest are inputs.

4. Productivity factors of draftsmen on a design project by number of drawings per labour hours per drawing are a case considered for?

1. Analogous estimates
2. Parametric estimates
3. Expert estimates
4. Time estimates

Answer. 2. A unit or parameter based estimate on basis which the whole estimate is derived on a mathematical model (say by multiplying). 1, 3, 4 are wrong choices.

5. The marketing department put forward to a creative department project manager the advantage of developing a niche commercial design that can help attract prospects through unique selling proposition. To utilize the market opportunity the development to be completed before the festive season begins. What type of constraint can be said on schedule?

1. Start to finish
2. Finish no later than
3. Start no earlier than
4. Finish to start

Answer. 2. Finish no later than is a constraint or imposed date criteria by the marketing team on creative department. 1, 4 are not constraint it is a logical relation, and 3 is not the best choice.

6. It is believed that using critical chaining method of schedule development, the timelines can benefit around ___ percent reduction when there are padding in the estimates?

1. 25% to 50%
2. 0%
3. 100%
4. -25% to 30%

Answer. 1. By thumb rule estimate errors can come down to 25% to 50% and 50% when allotted buffers are not used.

7. You spent for 1 hr Rs. 100 on a consultant you could achieve a scope (s1) on a project, you spent the same time and cost on another scope (s2). It indicate all except

1. Actual cost of doing the work
2. Earned value of the scope
3. Cost performance index
4. Schedule performance index

Answer. 1. Although s1 was successful, the time and cost spent on s2 does not indicate the scope (s2) completion. So a normal time or cost variance may not actually reveal the earned value. When EVM is used 2, 3, and 4 can be true.

8) A project manager gets a mail from his client that the virtual team member is always late to work, when discussed, the team member says that he has to be late every night and being late everyday is because of many changes given by many client members causing the delay everyday. What is the best conflict method to adopt?

1. Confronting
2. Withdrawal
3. Forcing
4. Smoothing

Answer. 1. Problem-Solving is the best method of conflict method resolution amongst others.

9) While earth excavation of large construction site it is proposed to reuse rocks for other construction material source. You are planning for best earth movers to transport, store and crush the rocks. What is the best thing to do first?

1. Prepare checklists for selecting vendors
2. Publish your requirement and raise tenders
3. Check with organizational assets for listing
4. Prepare specifications on excavations and refilling

Answer. 3. Check with organizational process assets for available vendor list who can help to carry out all the three jobs. Make buy decisions will mostly be used in reference to organizational process assets. Option 1, 2 will be used at later stages. 4. Would be while preparing procurement documents.