



MBA DEGREE EXAMINATIONS: NOV / DEC 2024

(Regulation 2022)

First Semester

MASTER OF BUSINESS ADMINISTRATION – PROJECT MANAGEMENT

P22MPB1107: Project Integration and Stakeholder Management

COURSE OUTCOMES

CO1: Formulate integration of management processes at project level

CO2: Display ability to integrate learnings at various knowledge areas of project management

CO3: Create and plan the stakeholder management process

CO4: Display the ability to monitor stakeholder engagement

Time: Three Hours

Maximum Marks: 100

PART A (30Q x 02 Marks = 60 Marks)

All questions are mandatory

Choose the appropriate choice – Enter only the choice number in the answer sheet

1. Identify from the following the ‘Triple Constraint’ in project management: CO1 [K₃]
 1. Scope, schedule and cost
 2. Stakeholders, resources and procurement
 3. Knowledge, innovation and expertise
 4. Risk, quality and communication
2. Choose the main purpose of the direct and manage project work process in integration management: CO2 [K₅]
 1. To create the project management plan
 2. To execute the project management plan
 3. To identify project risks
 4. To monitor project work for variances
3. You are the project manager for an IT project. The client has requested a modification to the project scope, which will result in a significant change to the project budget and schedule. Choose your next approach: CO2 [K₅]
 1. Refuse the change request
 2. Ask the project sponsor for advice
 3. Evaluate the impact of the change request
 4. Implement the change immediately
4. You are the project manager for a software development project. The change control board has approved a change request, but one of the team members disagrees with the decision. Select your next course of action: CO2 [K₅]
 1. Resubmit the change request for further discussion
 2. Discuss the issue with the team member’s functional manager
 3. Reject the change request and proceed as planned
 4. Implement the approved change
5. Choose the process in integration management that involves developing a detailed project budget: CO1 [K₅]
 1. Develop project management plan
 2. Estimate costs
 3. Direct and manage project work
 4. Develop project charter

6. A software development project is nearing completion and the project manager needs to ensure that the deliverables have met the quality standards and have been accepted by the client. Select the process the project manager should undertake: CO2 [K₅]
1. Control quality
 2. Validate scope
 3. Control scope
 4. Define scope
7. You are leading a project to develop a new software system. Midway through the project, a key stakeholder requests an important change that aligns with the business objectives but wasn't included initially in the project management plan. Choose the best course of action: CO1 [K₅]
1. Immediately implement the change without evaluating the impact
 2. Initiate a change request and evaluate the impact on the project's scope, budget and timeline before implementing it
 3. Push the change to the end of the project to be addressed later
 4. Reject the request outright as it was not in the initial project plan
8. During the develop project management plan process, the team identifies a high probability of changes in the project requirements. Select the best course of action to address the situation: CO2 [K₅]
1. Ignore the possibility of changes and continue with the current project scope
 2. Do not include a change management plan, but attempt to handle changes as they occur
 3. Develop a change management plan as part of the project management plan
 4. Change the entire approach to eliminate any potential obstacles
9. During the develop project management plan process, an important stakeholder expresses concerns about the project deliverables meeting the required quality standards. Identify the section of the project management plan that addresses this concern: CO1 [K₃]
1. Risk management plan
 2. Scope management plan
 3. Resource management plan
 4. Quality management plan
10. You are the project manager of a construction project. The project is due in 2 months. The client has requested an important modification which could delay the project by a week. Select your next course of action: CO2 [K₅]
1. Ignore the request due to the pressing project deadline
 2. Immediately accept the client's request
 3. Carry out an impact analysis on the project's cost, time and quality objectives
 4. Discuss with the team and decide to move forward
11. You are the project manager for an electronic systems upgrade project. While finalizing the project charter, you realized that an initial risk assessment was not completed. Choose your next action: CO1 [K₅]
1. Cancel the project due to lack of proper risk assessment
 2. Perform an initial risk assessment and incorporate the findings in the project charter
 3. Ignore it as a risk assessment is not a required part of project charter
 4. Proceed without the risk assessment as risks can be handled during the project execution phase
12. Identify the purpose of develop team process in integration management: CO1 [K₃]
1. To evaluate project risks and develop risk response strategies
 2. To develop the project schedule
 3. To improve the competencies, team member interaction and overall team environment to enhance project performance
 4. To create the work breakdown structure (WBS)

13. Which of the following is NOT a key output of the monitor and control project work process? CO2 [K₁]
1. Project management plan updates
 2. Change requests
 3. Work performance data
 4. Project charter
14. You are managing a project when a regulatory change forces a modification in the project. You have assessed the change and understand its impact. Select your next step: CO2 [K₅]
1. Implement the change without seeking approval
 2. Stop working on the project
 3. Submit the change request to the change control board (CCB)
 4. Request additional resources to handle the change
15. You are the project manager for a construction project. A stakeholder has approached you with a major change request. Choose your action: CO2 [K₅]
1. Immediately include the change in the project plan
 2. Follow the project's change management process
 3. Ask the stakeholder to discuss it directly with the team
 4. Reject the change request
16. A disgruntled stakeholder is creating negative publicity about the project on social media. How should you handle this situation? CO4 [K₁]
1. Ignore the negativity and focus on the project
 2. Reach out the stakeholder and establish open communication with him / her to understand and address their concerns
 3. Report the stakeholder to the social media site's administrators
 4. Directly confront the stakeholder in public
17. As a project manager for a healthcare project, you notice that a particular stakeholder's influence has increased significantly due to a change in the organizational structure. Where should you document this change? CO3 [K₁]
1. Create an issue log
 2. Update the stakeholder register
 3. Make an entry in the lessons learned register
 4. Change the risk register
18. During a project, it is discovered that some stakeholder requirements were not documented correctly. Choose your next action: CO3 [K₅]
1. Analyze the impact of the undocumented requirements and update necessary project documents
 2. Ignore the undocumented requirements and focus on the approved scope
 3. Submit a change request to remove the stakeholder from the project
 4. Implement the requirements without considering the impact on the project
19. You are the project manager for a software development project. After identifying stakeholders, you are creating the stakeholder register. Select the information that should NOT be included in the register: CO3 [K₅]
1. Title / Role
 2. Major requirements
 3. Contact information
 4. Estimated salary

20. As a project manager, you are managing a project with various stakeholders, each having different opinions and priorities. Choose the most appropriate way to balance their expectations: CO4 [K₅]
1. Avoid conflicts by giving each stakeholder exactly what they request
 2. Implement decisions that favor the most influential stakeholders
 3. Facilitate discussions among stakeholders and find mutually acceptable solutions
 4. Allocate resources based on the most vocal stakeholder requests
21. A project manager is facing opposition from a stakeholder group that is a significant consumer of available resources. How should this be addressed? CO4 [K₁]
1. Engage in discussions with the group to understand their concerns and address them
 2. Escalate to top management to handle the stakeholder group
 3. Ignore the stakeholder group's opposition and continue as planned
 4. Remove the stakeholder group from the project's communication plan
22. Identify the difference between a stakeholder and a customer: CO3 [K₃]
1. A customer always has an interest in the project outcome
 2. There is no difference between a stakeholder and a customer
 3. A customer receives the project deliverables whereas a stakeholder has an interest in the project outcome
 4. A stakeholder always receives the project deliverables
23. While reviewing the stakeholder register, the project manager realizes that it is not updated regularly. Select the best solution: CO4 [K₅]
1. Dismiss the stakeholder register as unnecessary
 2. Include only major stakeholders in the register
 3. Ask team members to update it whenever they have free time
 4. Regularly review and update the stakeholder register to ensure appropriate stakeholder engagement
24. You receive feedback that the project status reports you have sent out to stakeholders are difficult to understand because they contain too much technical jargon. Choose your next action: CO4 [K₅]
1. Ignore the feedback and stick to your preferred communication style
 2. Refer stakeholders to technical staff for any clarifications
 3. Continue sending the reports with technical jargon, assuming that the stakeholders will learn it over time
 4. Revise the reports to use simplified language and review the stakeholder communication preferences
25. In a software project, a new stakeholder has been identified in the middle of the project. Identify the next step to address this: CO3 [K₃]
1. Update the stakeholder register and perform a new stakeholder analysis
 2. Change project plans according to the new stakeholder without analysis
 3. Ignore the new stakeholder to avoid disruptions
 4. Stop the project till the new stakeholder is onboarded completely
26. What is the purpose of stakeholder communication? CO4 [K₁]
1. To discourage stakeholders from participating in the project as they often lead to scope creep
 2. To ensure that the stakeholders are informed about the project status
 3. To keep stakeholders updated on irrelevant information unrelated to the project
 4. To ensure that the stakeholders are kept out of the loop until the project is completed

27. You are managing a infrastructure upgrade project and stakeholders are requesting to be updated on the project's progress. Select the best method to address this: CO4 [K₅]
1. Request stakeholders to attend weekly project meetings to stay informed
 2. Develop a communication plan that details the frequency and format of project updates
 3. Personally call each stakeholder to provide project updates every week
 4. Send an email to all stakeholders only when significant milestones are achieved
28. During a project evaluation, you realize two key stakeholders have different expectations about the project's scope and this is causing a major conflict. Identify the best way to handle this situation: CO4 [K₃]
1. Choose the stakeholder with more authority's expectation as the project scope
 2. Ignore the conflict since it is common for stakeholders to have diverse expectations
 3. Alter the scope statement secretly to match the stakeholder's expectations
 4. Arrange a meeting with both stakeholders to clarify the project's scope based on the approved scope statement
29. To ensure that the project status updates are accurately communicated to stakeholders, which of the following tools would you use? CO4 [K₁]
1. Schedule risk analysis
 2. Performance reviews
 3. Expert judgement
 4. Progress meetings
30. During a project to implement a new IT infrastructure, some stakeholders are unhappy with the project's directions and believe it is not aligned with their department's needs. Identify your action plan: CO4 [K₃]
1. Alter the project direction without consulting other stakeholders to appease the concerned individuals
 2. Engage the stakeholders in a discussion about their concerns and work to find a compromise
 3. Work on the project as planned, hoping that the results will speak for themselves
 4. Escalate the issue to upper management and let them handle it
- PART B (2Q x 20 Marks = 40 Marks) Answer Any Two Questions only**
31. Developing a comprehensive project charter is crucial for the successful initiation of any project. Explain the key components of a project charter and discuss how it contributes to the overall success of a project. Support your answer with examples CO1 [K₆]
32. Explain the Direct and Manage Project Work process as outlined in project integration management. Discuss its key inputs, tools and techniques and outputs. Provide examples to illustrate its practical application in project management CO2 [K₆]
33. Stakeholder analysis is a critical step in ensuring the success of a project. Discuss the process of stakeholder analysis in project management, highlighting its importance and key steps. Additionally, explain how the results of a stakeholder analysis can influence project planning and execution, providing examples to illustrate your points. CO3 [K₆]
34. Discuss the importance of stakeholder engagement in project management, detailing the steps involved in developing a stakeholder engagement strategy. Additionally, analyze the challenges that project managers face in ensuring effective stakeholder engagement and propose solutions to address these challenges. CO4 [K₆]
