

National University of Computer and Emerging Sciences, Lahore Campus



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Question 1: Short Questions (15)

1. What is the difference between policy and procedure document? Give a technical example (2)

Policy defines rules and regulations within a company whereas procedure is a step by step activities required for a process.

e.g Leave Policy defines how many leaves are allowed annually for each grade/designation. Similarly types of leaves allowed are also part of this document. Whereas procedure for leaves explains steps required to apply for leave and taking approvals.

2. What is the effect of measurement on people? (1)

- a) When people know they are being observed, their performance will generally change
- b) When measurements are used for people evaluation, they will give top priority to improving the measure, almost regardless of anything else
- c) Unless it is continually emphasized that the process measures will not be used to evaluate their performance, the people will go to great lengths to make the numbers look good

3. How would you differentiate corrective actions from preventive ones? (1)

- a) Corrective actions are taken after an issue has occurred to resolve it and prevent its reoccurrence in future. Preventive action is taken for potential issue to prevent its occurrence. Corrective actions are reactive whereas preventive actions are proactive.

4. What is the difference between relative and absolute measures? (1)

Relative measurement is measuring something compared to another thing, or estimating things proportionally to one another whereas absolute measures are fixed.

5. Explain operations vs quantitative level in GQM hierarchy. (2)

At operational level question tend to characterize the object of measurement in context of a qualified issue from a particular point of view. At quantitative level metrics are defined which provide answer to the question defined at operational level.

6. What is the purpose of process assessments? List any 2. (2)

- a) To understand the company's system

b) To find out weaknesses for further improvement

c) Certification/Appraisal

7. Describe following quote with reference to process management (1)

“If you don’t know where you are, a map won’t help”

If one does know the current location there is no use of map to reach the destination. Similarly if one does not know the current status of process implemented in the organization, standard or model won’t help.

8. Why an organization should define processes and procedures? Give 2 reasons.(2)

a) When there are number of ways to perform a task but one way is preferred

b) When there is need for improvement

c) Marketing purposes

d) A demand from client

e) Make things systematic

f) To avoid chaos

9. What are quality system procedures? (1)

Quality system procedures are SOPs that are mandatory as per ISO 9001 requirements e.g Corrective actions, Preventive actions, audits etc

10. How continuous and staged representations are different? (2)

11. Continuous representation has capability levels (0-5) whereas staged representation has maturity levels (1-5).

Moreover in continuous representation there is flexibility to choose any process area whereas in staged one, company has to follow set of process areas in a maturity level.

Question 2: Define a process for Hiring of resources. Defined process should cover all process components (identifier, name, process steps etc) (12)

Clues:

a) Need for a human resource is identified by a relevant person.

b) Approval taken from authorities and request is forwarded to HR.

c) Many options are available to HR/departmental head, like resource rotation or new hiring.

d) HR can use a lot of mediums/sources for collecting resumes.

e) Resumes are shortlisted and a series of interviews conducted for each candidate.

f) Candidate is finalized and all formalities to hire him/her are completed.

g) All relevant stakeholders are kept informed throughout this process.

h) A lot of approvals are required from different stakeholders at different stages of this process.

- i) A bunch of documents are produced in this process right from raising request for hiring to candidate profile building and offering job.

PS: Above mentioned steps should just be taken as clues/highlights. Whole process of hiring is a document with detailed process steps, documents/Templates used as well as approvals from relevant stakeholders. Instead of using terms like stakeholders or relevant person, write exact designation/role responsible for the task.

Will differ for company to company but must contain 90% of process components like identifier, name, owner, roles & Responsibilities, input, output, Entry and exit criteria, process steps, trainings, measurements, reviews, methods and tools.

Question 3: You are asked to improve performance appraisal process in your company. Perform a Gap Analysis (strengths & Weaknesses) and give your recommendations for improvement. (8)

Dependent on the scenario and detailed

Question 4: Define 5 metrics/measurements for Quality Assurance/Testing functional area also mention purpose/benefit of each measurement. (5)

- Number of defects/bugs
- Defect removal efficiency
- Defect status severity wise
- Defect aging
- Number of defects Area wise
- Number of functional defects
- Defects found during requirements review
- Defect density
- Percentage of defects status wise