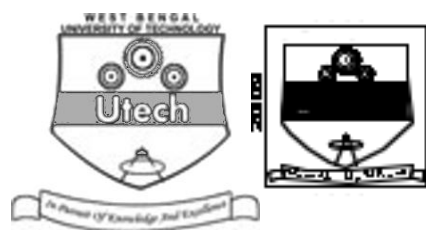


PROJECT MANAGEMENT (SEMESTER - 4)

CS / MBA / SEM-4 (PT) / MB-402 / 09



1.
Signature of Invigilator

2.
Signature of the Officer-in-Charge

Reg. No.

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Roll No. of the Candidate

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CS / MBA / SEM-4 (PT) / MB-402 / 09

ENGINEERING & MANAGEMENT EXAMINATIONS, JUNE – 2009

PROJECT MANAGEMENT (SEMESTER - 4)

Time : 3 Hours]

[Full Marks : 70

INSTRUCTIONS TO THE CANDIDATES :

- This Booklet is a Question-cum-Answer Booklet. The Booklet consists of **32 pages**. The questions of this concerned subject commence from Page No. 3.
- In **Group – A**, Questions are of Multiple Choice type. You have to write the correct choice in the box provided **against each question**.
 - For **Groups – B & C** you have to answer the questions in the space provided marked 'Answer Sheet'. Questions of **Group – B** are Short answer type. Questions of **Group – C** are Long answer type. Write on both sides of the paper.
- Fill in your Roll No. in the box** provided as in your Admit Card before answering the questions.
- Read the instructions given inside carefully before answering.
- You should not forget to write the corresponding question numbers while answering.
- Do not write your name or put any special mark in the booklet that may disclose your identity, which will render you liable to disqualification. Any candidate found copying will be subject to Disciplinary Action under the relevant rules.
- Use of Mobile Phone and Programmable Calculator is totally prohibited in the examination hall.**
- You should return the booklet to the invigilator at the end of the examination and should not take any page of this booklet with you outside the examination hall, **which will lead to disqualification**.
- Rough work, if necessary is to be done in this booklet only and cross it through.

No additional sheets are to be used and no loose paper will be provided

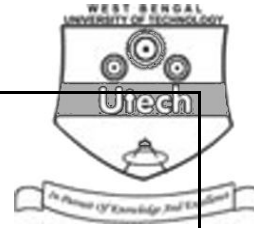
FOR OFFICE USE / EVALUATION ONLY

Marks Obtained

	Group – A			Group – B			Group – C				
Question Number										Total Marks	Examiner's Signature
Marks Obtained											

.....
Head-Examiner / Co-Ordinator / Scrutineer

51012 (09/06)



DO NOT WRITE ON THIS PAGE



PROJECT MANAGEMENT

SEMESTER - 4



Time : 3 Hours]

[Full Marks : 70

GROUP - A

(Multiple Choice Type Questions)

1. Choose the correct alternatives for the following : 10 ∞ 1 = 10

i) PERT stands for

- a) Project Evaluation Review Technique
- b) Programme Evaluation Review Technique
- c) Proposal Estimation & Reporting Technique
- d) Principle Evaluation & Review Technique.

ii) A profitability index of 0.75 for a project means that

- a) the present value of benefits is 75% greater than the project's costs
- b) project's IRR is 75%
- c) the project's pay-back period is less than one year
- d) the project returns 75% in present value for each current dollar invested.

iii) A project consists of three major components like Scope. Time and

- a) Quality
- b) Cost
- c) Control
- d) Law.



iv) Which of the following techniques is best for financial appraisal and selection of a project ?



- a) IRR
- b) ROI
- c) Margin
- d) None of these.

v) LOB stands for

- a) Level of business
- b) Lowering of burden
- c) Line of balance
- d) Licence of business.

vi) PRISM is an online Project Planning and Monitoring System developed by

- a) Wipro) Tata Consultancy Services
- c) IBM
- d) None of these.

vii) WBS stands for

- a) Work Break-down Structure
- b) Work Base System
- c) Work on Data Base Structure
- d) None of these.

viii) Project cost reduction can be achieved by

- a) Value Engineering
- b) Line-of-balance
- c) Feasibility Study
- d) All of these.



5

ix) Main resources needed to complete a project successfully are, equipment and materials.



a) Manpower

b) Computer

c) Software

d) None of these.

x) Which of the following is not a Discounted Cash Flow technique ?

a) IRR

b) NPV

c) PBP

d) PI.

GROUP – B

(Short Answer Type Questions)

Answer any *three* of the following.

3 ∞ 5 = 15

2. Define a project. Describe in brief the essential responsibilities to be performed by a Project Manager to complete the project successfully. 2 + 3
3. Define the concepts of Programme Evaluation and Review Technique.
4. Discuss the decision variables associated with the Life Cycle Costing of a project.
5. What type of procurement or work order is to be offered for manufacturing your Intellectual Property Product ?
6. Identify the components of Legal aspects of a project contract.



GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following.

3 ∞ 15 = 45

7. The following table gives data on normal cost and time, crash cost and time for a project. The indirect cost is Rs. 50 per week :

Activity	Time (Week)	Normal Cost (Rs.)	Crash Time	Cost (Rs.)
1-2	3	300	2	400
2-3	3	30	3	30
2-4	7	420	5	580
2-5	9	720	7	810
3-5	5	250	4	300
4-5	0	0	0	0
5-6	6	320	4	410
6-7	4	400	3	470
6-8	13	780	10	900
7-8	10	1000	9	1200

Draw the network diagram and label it. Identify critical path and find out normal project duration and corresponding cost. Crash the relevant activities systematically and determine the optimum project duration and cost. Determine the minimum project duration and corresponding cost.

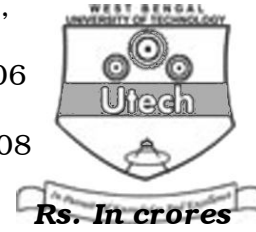
8. a) What major information would you expect to find in a Project Audit ?
- b) How does earned value give a clear picture of project schedule and cost status than a simple plan versus actual budget system ?
- c) Define Cost Performance Index (CPI) and Cost Variance (CV). 6 + 5 + 4
9. a) Briefly explain the kinds of resource constraints normally faced by a project.
- b) How do you analyse the scope of a project ? 8 + 7



10. Following details on a replacement project are available,

Time of completion as per contract — October, 2006

Actual completion time — January, 2008



Sl No.	Activity	Sanctioned cost	Actual Cost incurred
1.	Civil engineering work	8.20	9.70
2.	Structural work	6.20	8.10
3.	Equipment supply	36.50	39.10
4.	Erection & commissioning	4.90	5.90
5.	Supply of spares	2.40	2.80
6.	Engineering, site supervision and other overheads	10.10	13.70
7.	Training	0.20	0.20
8.	Contingencies	7.00	—
9.	Interest during construction	10.90	15.10
	TOTAL	86.40	94.60

From the above details make a post-project completion review.

11. Write notes on any *three* of the following :

3 ∞ 5

- Global Tender
- Success and failure of a project
- Dummy activity, total float and slack
- Cost of a project.

END