

VPM's
DR VN BRIMS, Thane
Programme: MMS (2013-15)
Fourth Semester Examination April 2015

Subject	Project Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	3	Date	07.04.2015

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

- a) For the given project, with the help of network diagram, Calculate: (12)
- i. Project completion time
 - ii. Earliest and latest timings and
 - iii. Total float

Activity	A	B	C	D	E	F	G	H	I	J
Activity	1-2	1-3	2-3	2-5	3-4	3-6	4-5	4-6	5-6	6-7
Duration (weeks)	15	15	3	5	8	12	1	14	3	14

- b) Case study : (8)

Project manager in financial management system implementation

The main roles the job include :

- Organization-from the design of the system to determining support issues and providing training
- Anticipation of future requirement of the system;
- Monitoring of progress of the implementation;
- Communication and information- providing progress reports to lacl team members and national common- interest groups;
- Audit- ensuring the house keeping, procedures and systems security are in order.

The initial system design work involved coordinating with external system designers, the providers of the software and in-house IT group, our local area (LAN) needed upgrading to run the system. Other organizational issues were the role of consultants would play in the system design and training of users and allocation of budget between activities.

Anticipation was required as the requirements of the system would change over its life. For example, higher level monthly indicators of financial performance would need to be provided where they had not been needed before. In addition, a management accounting system would be needed to provide budgetary controls.

The monitoring system we sued for the project was PRINCE. This provided a basic set of planning tools and we filled in the blanks on the planning sheets. A team was set up to monitor progress against the plan.

Training was area where I was personally involved with the users, showing them how to use the system. People are very frightened of technology and do

not always grasp immediately ideas you think are very simple, this where the greatest attitude of project manager was needed in plenty-patience.

1. Identify the title which might be given this project management role
2. Describe the role of a project manager in this case.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the concept of project finance and highlight its differentiation with respect to balance sheet financing
- b) Explain the concept of BOOT and BOO arrangement of project financing
- c) Parameters considered during financial evaluation of projects

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the risks associated with project execution with specific reference to country risk, political risk and industry risk.
- b) Explain- sponsor-related risks, funding risk and currency risks associated with projects.
- c) Elaborate on the concept of market feasibility and technical feasibility.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the term "Scouting for project ideas".
- b) What are the different types of project organization? Also elaborate on the merits and demerits of project as a part of Functional Organization
- c) List down the different criteria, based on which the projects are evaluated. And what is the purpose of it?

Q5) Write short notes on Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Contract Administration in procurement planning
- b) Project termination
- c) Project Audit

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Why human factor is important in Projects and how project team members are motivated?
- b) A company XYZ Ltd. is considering three alternative sites for its new facility. After evaluating the firm's Needs, the Managers have identified the list of Important Selection Criteria into three major Factors as given in following table :
Weights reflecting the relative importance of each factor have been assigned as follows:

Factor	Weight
Availability of skilled labor	0.45
Availability of Raw materials	0.35
Proximity to the firm's markets	0.20
Total	1.0

Factor	Site Scores		
	Site A	Site B	Site C
Availability of skilled labor	50	75	60
Availability of Raw materials	60	55	40
Proximity to the firm's markets	78	70	85

Based on these criteria, the three Alternative sites were scored between 0 and 100 points. With the help of above information find out which site is best for your project by using factor rating method.

c) What are the different planning process tools? Explain any one in detail.

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- The following project indirect cost is Rs. 50 per week. Draw network diagram and identify critical path
- What are the normal project duration and associated cost
- Crash the relevant activities systematically and determine the optimum project completion and cost

Activity	Normal		Crash	
	Time (weeks)	Cost (Rs.)	Time (weeks)	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

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