

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2017-19)
PGDM Trimester IV Examination April 2019

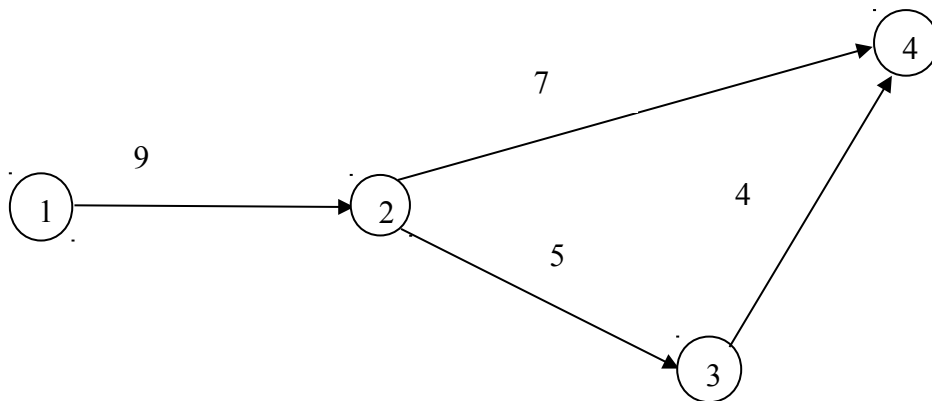
Subject	Project Management (Common Subject For All Stream)		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	3	Date	10.04.2018

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

Q1) 20 Marks (Compulsory)

1) Details on network diagram, time for activity completion, crash time and cost of crashing for activities 1-2, 2-3, 3-4,2-4 are as below:

Activity	Normal Time in Weeks	Crash Time in weeks	Cost of Crashing (Rs per week)
1-2	9	4	300
2-3	5	2	400
2-4	7	3	200
3-4	4	2	200



Calculate the following:

- 1) Earliest start time (Te) by forward computing
- 2) Late finish time (TL) by backward computing
- 3) Find out Critical path and duration of the project
- 4) Crash the project and find out least cost for the crashed network

2) Source: Business Standard 3rd April 2019:

Textiles major Raymond forays into real estate with Thane project

The project will house 3,000 residential units across 10 towers in the first phase on a 20-acre land parcel that Raymond owns in Thane

Textiles major [Raymond](#) Group on Wednesday announced its foray into [real estate](#) by launching a 3.3 million square feet residential project in Thane at a time when the sector is going through a liquidity crisis. The project, which would be developed by its [real estate](#) arm [Raymond](#) Realty, will house 3,000 residential units across 10 towers in the first phase on a 20-acre land parcel that [Raymond](#) owns in Thane. This is part of the group's plan to monetize its non-core assets to pare debt.

Gautam Hari Singhania, chairman and managing director of Raymond, said, "In our continuous efforts to enhance value for stakeholders, Raymond has forayed into [real estate](#) development in order to monetise the land in Thane." He said since the land parcel was in the heart of Thane, it offered huge potential for venturing into real estate and that going forward Raymond intended to build a large integrated township at that location.

This is part of a 140-acre land parcel that the company has at the location. Leaving the schools (run by Smt Sulochanadevi Singhania Trust), there is around 125 acre contiguous land parcel at the area. The land housed its flagship textile factory and the company reached out for an out of court settlement with its labour union (representing nearly 2,000 employees at the Thane unit), which received a total compensation of over Rs 300 crore in lieu of giving consent for the real estate development on the land. The firm also secured requisite government clearances for a real estate project on the mill land.

Analyze various factors behind the decision of monetizing the 20-acre land for residential project.

Attempt Any FOUR from the Remaining SIX Questions

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

- a) A project needs the investment of Rs 500 Crore and will payback Rs 570 in two years' time. Is that a good investment when you can get 10% elsewhere?
- b) There are three projects A, B, C. The details are as under. Compare three projects by ARR method and choose one that is more attractive among the three.

Profit after tax			
	Project A (4 Yrs)	Project B (5 Yrs)	Project C (6 Yrs)
Ist Year	4,00,000	3,00,000	2,50,000
II nd Year	4,50,000	4,50,000	3,00,000
III rd Year	5,00,000	5,00,000	4,00,000
IV th Year	4,50,000	5,50,000	5,00,000
V th Year	-	5,00,000	3,00,000
VI th Year	-	-	2,50,000

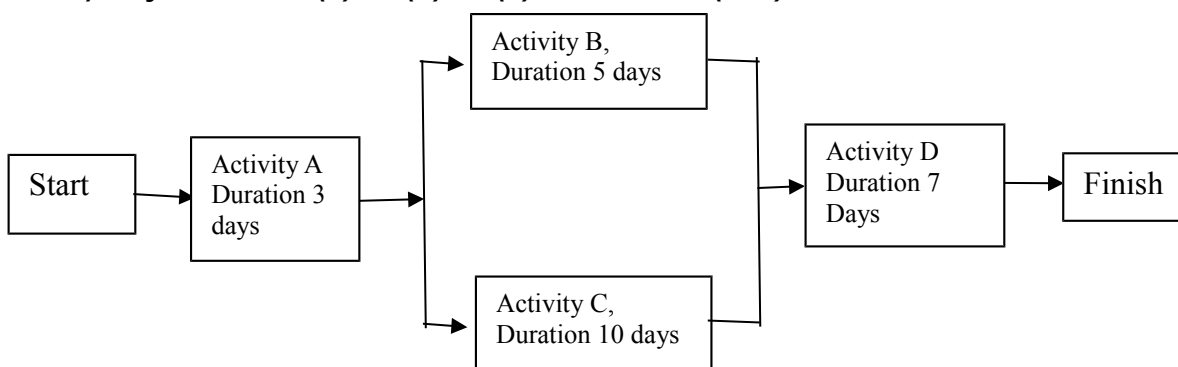
Book Value of Investment			
	Project A	Project B	Project C
Ist Year	15,00,000	12,00,000	10,00,000
II nd Year	13,50,000	10,80,000	9,00,000
III rd Year	12,15,000	9,72,000	8,10,000
IV th Year	10,93,500	8,74,800	7,29,000
V th Year	-	7,87,320	6,56,100
VI th Year	-	-	5,90,490

- c) Evaluate the role of Project Manager

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

- a) Assume that, we are halfway through a year-long project that has a total budget of \$100,000. The amount budgeted through this 6-month mark is \$55,000. The Actual Cost through this 6-month mark is \$45,000. Calculate Earned Value, CPI Index, SPI index. Analyze the results and comment on status of the project. What kind of decisions will you take after analyzing the results?
- b) Discuss different phases of project life cycle.
- c) Reliance Industries is working on building the manufacturing/Refinery plant at Jamnagar, Gujarat. You are appointed as project Head for the same. Design the reporting and communication system with all project managers, Investors and management of Reliance.

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



- a) Create the Gantt chart using above network diagram
- b) Design the criteria for selecting project or project portfolio of project consulting organization taking in to the consideration various constraints such as financial constraints, project duration, objectives and scope of the project etc.
- c) What are the different risks associated with the project? How to you minimize the same.

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

- a) Create the work breakdown structure for building a house.
- b) You are the project manager of software project. You are given the task to form the project team under you. Which factors will you consider while designing the project team?
- c) Discuss the role of leadership in project management.

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

- a) You are given the task to prepare the presentation to potential investors of the project. Which things you will include in your presentation?
- b) Discuss the factors considered while making the contracts with project vendors.
- c) Write a note on feasibility study for the project.

Q7) Any two from (a) or (b) or (c)

- a) Calculate the Earliest start time and late Finish time from the network.
- b) Calculate different floats
- c) Find out Critical path and project duration

