PM 04

MMS-IV 05-03-2009

Project Management

Roll No. :

Total Nos. of Questions : 5   Total Nos. of Printed Pages : 2

Duration(hrs) : 3 Hours   Maximum Marks : 60

Q1. Answer any four of the following: (4 × 3 = 12)

   (a) Give a detailed view of project planning.
   (b) How is a project evaluated ?
   (c) Is project scheduling a part of economic appraisal?
   (d) How market analysis is different from economic analysis?
   (e) Discuss the factors affecting controls of project cost.
   (f) Write short note on Matrix organization.

Q2. Why is a Project Management Information System of immense importance in a
    project ? Discuss the objectives of Project Management Information System.

                        OR   (10)
    What is the significance of motivation in Project Management ? Explain Maslow's
    theory of Motivation used in Project Management?

Q3. Discuss the advantages of WBS ? Why WBS is required for successful project ?
    Explain with an example.   (10)

Q4. Explain the phases of Project management life cycle. Give the salient task under
    each phase.   (10)

Q5. Follow this case study :
    ▪ design the complete Project Management life cycle activities by using
      Project Management tools.
    ▪ Explain the benefits of the designed system.   (18)

International organisation - e-government project management & advisory services

Background

Organisation is dealing with trademarks, designs and industrial models and invests continuously in the development of e-Business tools, allowing them to provide customers from all over the world with online services. Their objective is to evolve to become a full e-business organization, and considerable investments in IT development are involved.
In a first stage, the developments were realised by third-party development companies while

other activities like business analysis, project management and quality assurance were managed internally by freelance workers. This approach quickly turned out to be poorly efficient as delays were systematic in the delivery of the e-Business tools that and budgets that were constantly exceeded.

Solution

Together with a local IT service provider, Trasys founded a consortium that presented a different approach to the client, The biggest difference resided in a complete coordination of the non-development activities while contacts with providers were managed by the consortium itself by means of a Project Management Office. Concretely, a team of 50 people has been integrated in the client's structure to work on a close base with the internal employees. In order to ensure permanent availability of the resources and maximal flexibility towards the client, Trasys opened a local branch office which guaranteed a permanent presence of 20 people. All in all, this brand new and innovative approach led to, among others:

For Project Management activities:

- ☞ Switch from a resource-based management towards a result-based approach
- ☞ Aligned project planning between the several project portfolio managers
- ☞ Higher control of the various suppliers and more specifically in the timeliness and quality of their deliveries
- ☞ Implementation of Prince2 methodology

For Quality Assurance activities:

- ☞ Set-up of a service based test factory
- ☞ Performance management of both functional and non-functional test services at customer site
- ☞ Testing based on a "risk and requirement based test strategy" and managed by "operational level agreements" with the customer
- ☞ Acceptance test reports that allow the client 's management to formally reject or approve the third party deliverables

In parallel, Trasys performed surveys in various areas like e-certification, hacking and intrusion, speed and performance tests and facility management.