

Time: 3-hour

Max. Marks: 80

- N.B.:** (1) Question No. 1 is Compulsory.  
 (2) Attempt any three questions out of the remaining five.  
 (3) All questions carry equal marks.  
 (4) Assume suitable data, if required, and state it clearly.  
 (5) Notations carry the usual meaning.

Q1. Answer the following (Any FOUR).

[20M]

- Explain the triple constraint in Project Management.
- Explain the Stages of team development & growth.
- Explain the work breakdown structure (WBS).
- Explain Goldratt's critical chain.
- Explain the earned value management technique for measuring the value of work.
- Explain multicultural and virtual projects.

Q2. (a) ABC Industries has a potential project with an initial cost of Rs. 20,00,000. The capital budget allows to accept only one project. Using the NPV method, which project should be selected? [10M]

Cash Flows (Year)	Project A	Project B	Project C	Project D
1.	6,00,000	5,00,000	10,00,000	3,00,000
2.	6,00,000	5,00,000	8,00,000	5,00,000
3.	6,00,000	5,00,000	6,00,000	7,00,000
4.	6,00,000	5,00,000	4,00,000	9,00,000
5.	6,00,000	5,00,000	2,00,000	11,00,000
<b>Discount Rate</b>	<b>9%</b>	<b>6%</b>	<b>15%</b>	<b>22%</b>

Q2. (b) Discuss why project management is essential in today's business environment. What benefits does it provide in achieving organizational goals? [10M]

Q3. (a) Explain Risk response strategies for positive and negative risks. [10M]

Q3. (b) What is the importance of vendor documents? How the vendor documents should be preserved? [10M]

Q4. (a) The R & D project has a list of tasks to be performed whose time estimates are given in the table below. [10M]

Activity	Predecessor Activity	$t_o$	$t_m$	$t_p$
A	-	2	4	6
B	A	3	6	9
C	A	8	10	12
D	B	9	12	15
E	C	8	9	10
F	D, E	16	21	26
G	D, E	19	22	25
H	F	2	5	8
I	G	1	3	5

1. Draw the project network.
2. Find the critical path.
3. Find the time required to complete the following project and the critical activities.

Q4. (b) Explain the aggregate project plan used in the portfolio process. [05M]

Q4. (c) Explain the project buffer. [05M]

Q5. (a) Explain the project management template with a sample template sheet. [10M]

Q5. (b) Define Project Management Information Systems (PMIS) and evaluate its role in the successful execution of complex projects [05M]

Q5. (c) Write a short note on the GANTT chart. [05M]

Q6. (a) Why meetings are useful in project monitoring? What rules should be followed to maximize the effectiveness of meetings? [10M]

Q6. (b) List and briefly describe the ways projects may be terminated. What are some non-technical reasons for project termination? [10M]

\*\*\*\*\*