



(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 270313

Roll No.

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M. B. A.

(SEM. III) (ODD SEM.) THEORY
EXAMINATION, 2014-15
PROJECT MANAGEMENT

Time : 3 Hours]

[Total Marks : 100

Note : Attempt all questions.

1 Answer any **Two** Parts : **(10x2=20)**

- (a) What do you mean by Responsibility Assignment Matrix ? How a Responsibility Assignment (RACI) Matrix can be developed ? Illustrate with one example. Also mention prominent derivatives of RACI Matrix.
- (b) Discuss the phases of Project Life Cycle. Explain with a suitable example.
- (c) What do you understand by work breakdown structure ? How this is useful for successful execution of a project ?

2 Answer any **Two** Parts : **(10x2=20)**

- (a) What do you understand by Project Rating Index ? How is it developed? Explain with one example.

- (b) All projects are prone to some kind of risk or the other. What are major project risks which affect Project ? Critically comment on the methods of Risk Analysis commonly used in practice.
- (c) Fit a trend to the following data, using the method of exponential smoothing. Calculate forecasted figures for each of the year.

Year	2007	2008	2009	2010	2011	2012	2013	2014
Sales ('000)	120	130	145	155	160	150	175	190

The Warm up Period for the data is 2002-2006. For different values of α , Mean Squared Error is given below:

α	0.1	0.3	0.4	0.5	0.6	0.7	0.8	0.9
MSE	169	123	145	158	201	198	167	127

3 Answer any **Two** Parts : **(10x2=20)**

- (a) What are the important components of Technical Appraisal ? What are the key points which should be kept in mind while making selection of a technology ?
- (b) What are various types of project charts and layouts ? What key considerations should be kept in mind while developing project layouts ?
- (c) What are the components of cost of project ? Discuss them in detail. As a project manager what should be approach of project manager so that he is able to adhere to triple constraint of time-budget-quality ?

4 Answer any **Two** Parts : **(10x2=20)**

- (a) Write a detailed note on the significance of financial analysis in assessing feasibility of project.

- (b) You have been assigned a role of project manager for a novice project which has never been taken before. How will you proceed for financial projection? Explain with suitable example.
- (c) What are prominent criteria for investment evaluation ? Explain with example.

5 Answer any **Two** Parts : **(10x2=20)**

- (a) Draw a PERT Network for the following data. Arrive at the Critical Path and find out the estimated project duration along the Critical Path Time.

Activity	Preceding Activity	Optimistic Time (Weeks)	Most Likely Time (Weeks)	Pessimistic Time (Weeks)
A	-	4	5	6
B	-	4	6	8
C	A	3	5	7
D	B	1	3	5
E	C, D	2	5	8
F	C, D	3	4	11
G	E	4	5	12
H	E, F	4	4	10
I	H	5	6	13

- (b) What is Project scheduling ? What are various Project Scheduling Techniques ?
- (c) How does success of a project depend upon the project management teams and level of coordination among them ?