Total No. of printed pages = 2

BA 172401

Roll No. of candidate | | | | | | | | | | |

2022

M.B.A. 4th Semester End-Term Examination

PROJECT MANAGEMENT

(Regular)

Full Marks – 70 Time – Three hours

The figures in the margin indicate full marks for the questions.

(Question 1 is Compulsory, and answer any *four* out of the rest of the questions)

1. Answer the following questions : (10 × 1 = 10)

   (a) Crashing non critical activities (reduces/ does not reduce) the project duration.

   (b) The (planning/execution) phase of the project covers the maximum time.

   (c) The lowest level of a WBS is called a (sub deliverable/work package).

   (d) (Process/ Organisational) breakdown structure is also known as waterfall model.

   (e) Crashing a project always ends up being more expensive than normal costs. (True/False)

   (f) Process of having a group of expert to estimate project time and cost is known as (consensus/ ratio) method.

   (g) The quality of estimates are better if the planning horizon is (Long/Short)

   (h) A project that must be completed within an impose date is called a (time/resource) constrained project.

   (i) If SPI is more than 1, project is (behind/ahead) of schedule.

   (j) When actual cost is more than earned value, the cost variance is (negative/ positive)

2. (a) Explain the various components of a project scope checklist with an example. (8)

   (b) Explain WBS. How does a WBS help a project manager? (7)

[Turn over

3. (a) What are the options for accelerating project completion when resources are constrained? (7)

(b) Explain with an example the problems a large organisation might face during multi project scheduling and resource allocation. (8)

4. (a) Explain mean variance analysis and the different scenarios of variances with a graph. (10)

(b) The following information is available in the 9th day of a project. Actual cost is Rs.2,000, and Earned value is Rs.2,100, and planned cost is Rs.2,400. Compute schedule and cost variance, SPI and comment on the project status. (5)

5. (a) Explain the different costs associated with projects. (7)

(b) What are the options for accelerating project completion when resources are not constrained? (8)

6. Write short notes (any *three*) (3 × 5 = 15)

(a) Resource Allocation

(b) Assumptions in developing a project status report

(c) PERT

(d) SPI and CPI

(e) Project control process

7. Using the following information, draw a network diagram using activity on arrow.

Activity	Immediate Predecessor	Normal time	Crash time	Normal Cost	Crash Cost
A	-	3	2	18000	19000
B	-	8	6	600	1000
C	B	6	4	10000	12000
D	B	5	2	4000	10000
E	A	13	10	3000	9000
F	A	4	4	15000	15000
G	F	2	1	1200	1400
H	C,E,G	6	4	3500	4500
I	F	2	1	7000	8000

Draw an arrow diagram and find the critical path. If a deadline of 17 weeks is imposed on the project, which activities should be crashed, and what would be the additional cost. (6 + 9 = 15)