



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Eighth Semester, B.E. - Information Science and Engineering

Semester End Examination; June - 2017

Project Management

Time: 3 hrs

Max. Marks: 100

Note: Answer FIVE full questions selecting ONE full question from each unit.

UNIT - I

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| 1 a. | Differentiate between projects driven versus non projects driven organization. Describe the characteristics of marketing in the project driven organization. | 10 |
| b. | Define project management. Describe the benefits of project management. | 10 |
| 2 a. | Explain project management overview. Describe the five process groups identified by PMBOK guide. | 10 |
| b. | Describe the project manager and functional manager roles and responsibilities. | 10 |

UNIT - II

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| 3 a. | Explain the responsibility of project coordinator. | 4 |
| b. | Explain matrix organization form. List the advantages and disadvantages of pure matrix organizational form. | 10 |
| c. | Compare project management with project engineering. | 6 |
| 4 a. | Describe the process of selection of project manager. | 8 |
| b. | What is project office? List the responsibilities of project office. | 5 |
| c. | List and describe roles people play that under mine project management implementation. | 7 |

UNIT - III

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| 5 a. | Describe five interpersonal influences. Compare the phenomena between functional and the project viewpoints. | 10 |
| b. | Describe the barriers for effective team building and provide approaches handling effective team building. | 10 |
| 6 a. | List Human-relations -oriented and Formal-authority-oriented leadership technique. | 10 |
| b. | Describe the communication policy relationship between program manager and functional manager and briefly explain typical communication. | 10 |

UNIT - IV

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| 7 a. | Explain project planning and control system with a neat diagram. | 10 |
| b. | Define work breakdown structure. List the checklists that can be used in the preparation of the WBS. Also with an examples show levels of WBS. | 10 |
| 8 a. | Explain the difficulties in PERT and how do you overcome the same? | 5 |
| b. | Briefly describe the features offered by PM between packages. | 6 |

- c. Draw the network for events in tables below. Identify the critical path find ES, LS, LF and slack time for each event.

Network activities and duration times in given below :

Activity Description	Symbol	Duration (hrs)	Immediately Preceding Events
Design prototype	A	6	-
Obtain materials	B	2	A
Order parts	C	2	A
Manufacture Parts	D	3	B
Assembly 1	F	2	C
Assembly 2	E	4	D, F
Final Assembly	G	1	E

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UNIT - V

- 9 a. Compare the pricing strategies for the two global situations. 5
- b. Explain the pricing review procedure with a neat diagram. 10
- c. Assume that apex manufacturing must write an interim report for task 1 of project 1 during regular shift or on overtime. The project will require 500-man-hours at \$ 15,00 per hour. The overhead burden in 75 percent on regular shift but only 5 percent on overtime. Overtime, however, is paid at a rate of time and a half. Assuming that the report can be written on either time, which is cost - effective regular time or overtime? Justify. 5
- 10 a. List the steps involved in risk management process. 3
- b. Describe the life cycle costing with its breakdown description. 7
- c. The management of time electronics company is considering purchasing an equipment to be attached with the main manufacturing machine. The equipment will cost \$ 5000, will increase annual cash inflow by \$ 2200. The useful life of the equipment is 6 years. After 6 years it will not have any salvage value. The management wants 20% return on investments, 5
- i) Compute NPV of this investment project
- ii) Should the equipment be purchased as per NPV?
- d. Due to increase demand, the management of Rani Beverage company is considering to purchase a new equipment to increase the production. The useful life of equipment is 10 years and the company's maximum desired payback period is 4 years. The inflow and outflow of cash is as below :
- Initial cost - \$ 37,500
- Annual cost inflow:
- Sales - \$ 75000
- Annual cost outflow: 5
- Cost of materials - \$ 45,000 salaries \$ 13,500
- Maintenance - \$ 1,500
- Should Rani Beverage Company purchase the new equipment? Use payback method for your answer.