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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; May/June - 2018

Project Management

Time: 3 hrs

Max. Marks: 100

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

UNIT - I

- 1 a. Define Project Management. Describe the five process groups identified by PMBOK guide. List out the benefits of Project Management. 10
- b. Explain how marketing in the Project-Driven Organization can be characterized and also explain how do you consider that the projects are good business? 10
- 2 a. List out the benefits of Project Management considering the Past and Present view. 6
- b. With a neat diagram, explain the relationship between Project and Product Management. 4
- c. With a neat diagram, explain System Life cycles. 10

UNIT - II

- 3 a. Define Projectized organization. List out the advantages and disadvantages of the Projectized organization. 8
- b. Differentiate between Project Management and Project Engineering. 6
- c. With a neat diagram, explain how do you structure a small company? 6
- 4 a. Describe the challenges that must be accounted for during transition. 10
- b. Explain in brief the skill requirements for Project and Program Managers. 10

UNIT - III

- 5 a. Explain Controlling and Directing Phases of Management. 10
- b. Describe the Barriers for Effective Team Building And Suggested Handling Approaches. 10
- 6 a. Describe the conflict resolution modes with an example. 10
- b. With a neat diagram, explain the Levels of best practices and Best Practices Library. 10

UNIT - IV

- 7 a. Describe the major components of the planning phase. 5
- b. Explain WBS decomposition problems with the guidelines to prepare WBS. 10
- c. Define Project Charter. What are the elements that should be included in Project Charter? 5
- 8 a. Explain the advantages of PERT networks. 6
- b. Describe the features offered by Project Management software packages. 4

- c. Draw the network for the events in Table 1. Identify the critical path. Find ES, LS, LF, and slack time for each event.

Network activities and duration times is given below:

Activity Description	Symbol	Duration (Hours)	Immediately Preceding Event(s)
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

10

Table 1: Events

UNIT - V

- 9 a. Explain the Pricing Review Procedure with a neat diagram. 8
 b. Describe the elements of Logistic Support. 7
 c. A project requires an initial investment of \$225,000 and is expected to generate the following net cash inflows :

Year	1	2	3	4
Cash in flow	\$95,000	\$80,000	\$60,000	\$55,000

5

Compute the net present value of the project, if the minimum desired rate of return is 12%.

- 10 a. Explain the most common causes for cost overruns in each phases of project management. 8
 b. The project manager establishes a material budget of 200 units (which includes 10 units for scrap factor) at a price of \$250 per unit. Therefore, the material budget was set at \$25,000. At the end of the short project, material actual (ACWP) came in at \$25,950, which was \$950 over budget. Calculate the Price Variance and Usage Variance. Explain your observations from the result. 5
 c. List out and briefly explain the elements that must be supported by hard data. 7

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