

**PGDM, 2020-2022  
Project Management  
DM-483 & IB-482**

**Trimester IV, End Term Examination: September 2021**

Time: 2 hrs 30 mins  
MM :50

Roll No: _____
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**Section -A (30 marks)**

**Instruction:** Students are required to write Roll No on every page of the Answer Sheet. All other instructions on the question paper / notifications should be followed meticulously.

Attempt 3 questions from section-A and section-B is compulsory.

**(CILO 1)**

**A1a.**

(i) You are the project manager for a new project, and you want to explain the importance of WBS (Work Breakdown Structure) for a project and save time creating the WBS.

(ii) Discuss the following:

(a) The importance of WBS for a project and some of its key components (5)

(b) How can you save time to create WBS (5)

**OR**

**A1b.**

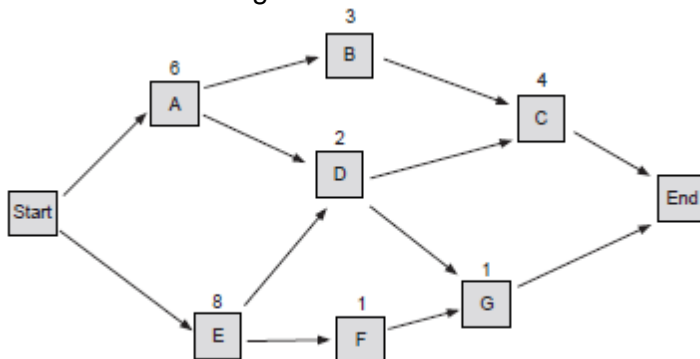
(i) You cannot have one size fits all approach for projects. Explain this statement and describe various types of project lifecycle approaches in this context.

(5)

(ii) Discuss about some of the key variables that impact the performance of the project with examples (5)

**(CILO-2)**

**A2a** for the Network diagram below



(a) Calculate the critical path (5)

(b) Float of activity B, D and F (5)

OR

A2b

- (i) Give one example of the following activity relationships? (5)
- Finish to Start (FS)
  - Finish to Finish (FF)
  - Start to Start (SS)
  - Start to Finish (SF)
- (ii) You're managing a project to build a new project management information system. You work with the team to come up with an estimate of 27 weeks. In the best case, this could be shortened by two weeks because you can reuse a previous component. But there's a risk that a vendor delay could cause the project to be delayed by five weeks. Use PERT to calculate a three-point estimate for this project. (5)

**(CILO-3)**

A3a

- (i) Discuss various techniques to estimate cost for the project along with their pros and cons (5)
- (ii) You are working on a project with an SPI of .72 and a CPI of 1.1. How will describe the status of your project and the corrective actions you will take to improve (5)

OR

A3b Explain the difference between lead and lag indicators for measuring the performance of the project with examples. (10)

**Section -B (20 marks)**

**CASE STUDY**

**Calendar Project (Note: The companies and people within the scenario are fictional.)**

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo which is to be printed on each page of the promotional calendar.

**The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.**

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Record the risk in the Risk Register and monitor the situation.	A Avoid
2	Decide not to compete and cancel the project.	B Reduce
3	Bring the target date of this project forward.	C Fallback
4	Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	D Transfer
5	Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	E Accept
		F Share