

**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: \_\_\_\_\_

**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) What are some of the key elements in a Project Charter document? Explain the importance of project charter for a Project.
- (ii) Discuss the following:
  - (a) All the components of a project management plan (5)
  - (b) How can you save time to create a project management plan (5)

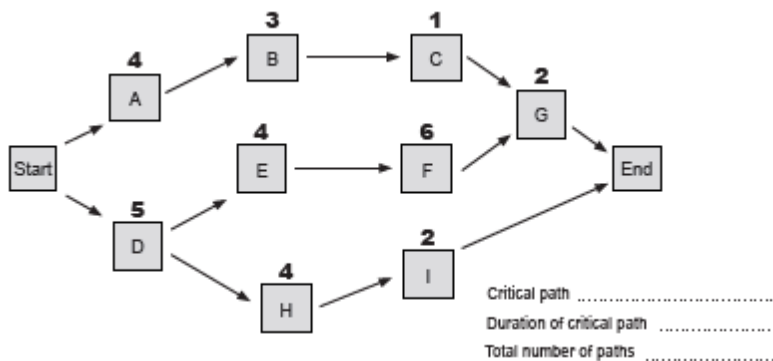
**OR**

**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) What do you mean by the term Agile and Discuss, when you prefer agile frameworks and methodologies for managing deliveries of a project? (5)

**(CILO-2)**

**A2a** for the Network diagram below



- (a) Calculate the critical path (5)

(b) Float of activity B, D and H

(5)

**OR**

A2b

- (i) Give one example of the following dependencies? (5)
- Mandatory or hard logic
  - Discretionary or soft logic
  - External dependencies
- (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 32 weeks. In the best case, this could be shortened by three 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) What are contingency and management reserves? Explain their relevance with examples (5)
- (ii) You are working on a project with an SPI of 1.1 and a CPI of .72. How will describe the status of your project and the corrective actions you will take to improve (5)

**OR**

A3b What is TCPI (To complete performance Index). Explain its relevance. (10)

**Section -B (20 marks)**

**CASE STUDY**

**Sunshine Project** (Note: The companies and people within the scenario are fictional).The government's Sustainable Schools Programme has a target that, by 2020, all schools will operate without causing ecological damage, and that all young people will adopt a more environmentally friendly lifestyle. Oakgate School has completed a carbon dioxide emissions survey and a questionnaire to identify where and how the school can meet the criteria required by the Sustainable Schools Programme. From these it has developed an Environmental Action Plan. One of the criteria to be achieved during this school year is to reduce the school's carbon dioxide emissions, which will contribute to the Sustainable Schools Programme's targets. The recommendation in the school's recent Carbon Dioxide Survey Report showed that the installation of solar panels would achieve this criterion. The Environmental Action Plan also outlines the introduction of a number of teaching modules designed to change future thinking and behaviour regarding energy use. Oakgate School will be one of the first schools in the country to undertake this type of environmental project and therefore nobody at the school really knows what it will involve. A project named Sunshine has been initiated. The

Executive has approved the overall scope to be: establish current energy usage as a baseline define the school's requirement for solar panels and install them define and deliver the teaching modules required to change future thinking and behaviour regarding energy use publicize the school's use of solar panels at the end of the school year. It is the end of October and the project has completed the initiation stage. The remaining stages are planned to take 8 months and the project will complete in June. At the very latest, the completion date must be mid-July when the school year ends.

The Sunshine project has the following stages:

1. **Initiation.** (1 month) Completed.
2. **Definition.** (2 months) Work with the school's energy supplier to identify the best technical design for the solar panels. Define and develop the teaching modules to change future thinking and behaviour regarding energy use.
3. **Delivery.** (5 months) Install the solar panels. Implement the teaching modules.
4. **Publicity.** (1 month) Celebrate the project's achievements. Hold an event to publicize the solar panels during a week of environmental workshops at the end of the school year.

**Create Business Case and the project charter for Sunshine project clearly illustrating the purpose, objectives ,expected benefit and critical success factors for the project.**