

**Code : 20PM01T****1400****Register
Number**

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II Semester Diploma Examination, August/September-2022**PROJECT MANAGEMENT SKILLS****Time : 3 Hours]****[Max. Marks : 100**

- Instructions :**
- (i) Answer any one full question from each Section – 1, 2, 3, 4 and 5.
 - (ii) Each one full question carries 20 marks.
 - (iii) Answers to be specific and to the point.

SECTION – 1

1. (a) Define : 4
 - (i) Project
 - (ii) Internet of Things (IoT)
 - (b) Match the following : 6

(i) All the phases take their normal time in	(a) Augmented reality
(ii) Projects undertaken due to the unexpected calamities	(b) Normal project
(iii) Additional costs are required to gain time in	(c) Virtual reality
(iv) Video games are example for	(d) Cloud
(v) Combination of digital and real world is	(e) Crash project
(vi) Virtual storage exists on the internet	(f) Disaster project
 - (c) List the five characteristics of Project Manager. 5
 - (d) Analyse any five benefits of AR and VR in project management. 5
2. (a) Identify any four differences between project and operation. 4
 - (b) Show any three differences between augmented reality and virtual reality. 6
 - (c) List any five features of a project. 5
 - (d) Discuss any five applications of AR and VR. 5



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3. (a) List the different types of project team and explain any two project team. 5
 (b) Explain project diary with three advantages. 5
 (c) Develop a WBS for the college day event in your institution. 5
 (d) Analyse the importance of communication in a project. 5
4. (a) Identify any five advantages of effective team. 5
 (b) Describe the use of Project Procedure Manual (PPM) and Project Execution Plan (PEP) for the successful implementation of the project. 5
 (c) Develop the factors to be considered while selecting the team members in a project. 5
 (d) Analyse the prerequisites for successful project implementation. 5

SECTION – 3

5. (a) List the four phases in Project Management Life Cycle and explain any one phase. 5
 (b) Explain Best and Worst case analysis and mention its limitations. 5
 (c) Show the different types of project risks and explain any two. 5
 (d) A metro project was planned with an estimated budget of 4000 crores. However, after the completion of the project, it was found that the total project cost was 4300 crores. Analyse the possible reasons for the increase in cost of the project. 5
6. (a) Define project risk and list the different types of risk assessment techniques. 5
 (b) Explain time overrun and cost overrun in a project. 5
 (c) List the role of project manager to minimize risk in a project. 5
 (d) A Highway Road Project was planned with estimated time duration of 6 months. However, the project took 13 months for its completion. Evaluate the possible reasons for the delay in the project. 5



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SECTION – 4

7. (a) (i) Define Project Evaluation. 5
 (ii) List why the project evaluation is important.
- (b) Describe any five functions of Project Planning. 5
- (c) (i) Explain Project Scheduling 5
 (ii) List any three purposes of project scheduling
- (d) Analyse the importance of project objectives and policies. 5
8. (a) (i) Define Project Planning. 5
 (ii) List the tools used in project planning.
- (b) (i) Explain time estimate. 5
 (ii) Distinguish optimistic time, most likely time and pessimistic time.
- (c) Develop the Gantt Chart for the given project : 5

JOBS	START DAY	DURATION	MAN POWER
J-1	0	5	7
J-2	2	3	3
J-3	4	6	9
J-4	8	4	2
J-5	11	4	4

- (d) Analyse “SMART” tool for setting goals and objectives. 5

SECTION – 5

9. (a) List any five uses of Network Techniques. 5
 (b) Distinguish between PERT and CPM in Project Management. 5



[Turn over

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- (c) Develop a network diagram for a project whose activities and preceding activities with duration are given below : **5**

Activity	Predecessor	Duration (Days)
A	–	3
B	A	4
C	A	2
D	B	5
E	C	1
F	C	2
G	D, E	4
H	F, G	3

- (d) Analyse the functions of Project auditor. **5**
10. (a) (i) List any three purposes of Project Control. **5**
(ii) List any four objectives of Project Review.
- (b) Explain initial review in a project. **5**
- (c) List any five objectives of Project Audit. **5**
- (d) Analyse the steps in project audit program. **5**



II Semester Diploma Examinations, August/September-2022
PROJECT MANAGEMENT SKILLS (20PM01T)

Scheme of Valuation

Instructions:

1. Answer **one** full question from each SECTION - **1, 2, 3, 4, and 5.**
2. Each **one** full question carries **20** marks.
3. Answer to be specific and to the point

Q. No.	Question breakup	Marks
SECTION-1		
1(a)	(i) Definition. (02) (ii) Definition. (02)	02+02=04
1(b)	Match the following.	06×01=06
1(c)	List any five.	05×01=05
1(d)	Any five benefits.	05×01=05
OR		
2(a)	Any four differences, 01 marks for each difference.	04×01=04
2(b)	Any three differences, 02 mark for each difference.	03×02=06
2(c)	Any five features.	05×01=05
2(d)	Any five applications.	05×01=05
SECTION-2		
3(a)	List any three types (03×01=03) and explain any two (02×01=02).	03+02=05
3(b)	Explain (02), any three advantages (03×01=03).	02+03=05
3(c)	WBS construction.	05
3(d)	Brief explanation.	05
OR		
4(a)	Any five advantages.	05×01=05
4(b)	Brief description of PPM and PEP.	2.5+2.5=05
4(c)	Any five factors.	05×01=05
4(d)	Brief explanation.	05
SECTION-3		
5(a)	List four phases (04×01=04) and explain any one (01).	04+01=05
5(b)	Explain (02), limitations any three (03×01=03).	02+03=05
5(c)	Name any three types (03×01=03), explain any two (02×01=02).	03+02=05
5(d)	Any five reasons for cost overrun.	05×01=05
OR		
6(a)	Definition (02) and list any three types (03×01=03).	02+03=05
6(b)	Brief description of time overrun and cost overrun.	2.5+2.5=05
6(c)	List any five roles.	05×01=05
6(d)	Any five reasons for time overrun.	05×01=05

Q. No.	Question breakup	Marks
SECTION-4		
7(a)	(i) Definition (02) (ii) List any three reasons ($03 \times 01 = 03$).	$02+03=05$
7(b)	Any five functions.	$05 \times 1=05$
7(c)	(i) Explanation (02) (ii) List any three purpose ($03 \times 01 = 03$).	$02+03=05$
7(d)	Brief explanation.	05
OR		
8(a)	(i) Definition (02) (ii) List any three tools ($03 \times 01 = 03$).	$02+03=05$
8(b)	(i) Explanation (02) (ii) Distinguish one each ($03 \times 01 = 03$).	$02+03=05$
8(c)	Developing Gantt chart.	05
8(d)	Brief explanation.	05
SECTION-5		
9(a)	Any five uses.	$05 \times 01=05$
9(b)	Any five differences, 01 marks for each difference.	$05 \times 01=05$
9(c)	Developing a network diagram.	05
9(d)	Any five functions.	$05 \times 01=05$
OR		
10(a)	(i) List any three purposes ($03 \times 01 = 03$) (ii) List any four objectives ($04 \times 0.5 = 02$).	$03+02=05$
10(b)	Brief explanation.	05
10(c)	List any five objectives.	$05 \times 01=05$
10(d)	Brief explanation.	05

Q.No.	Question and Answers	Marks												
SECTION-1														
1(a)	<p>Define (i) Project (ii) Internet of Things (IoT). (02+02=04)</p> <p>(i) Project A project is a temporary, unique and progressive sequence of tasks that must be completed on time to attain a certain outcome. OR Project is a temporary endeavour undertaken to create a unique product or service. OR A project is a one-shot, time limited goal directed, major undertaking, requiring commitment of varied skills and requirements. OR Project is a work plan which is scientifically devised with the right man for the right work at the right time to achieve a specific objective within a certain set time frame. OR Project is a unique process, consist of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective confirming to specific requirements, including the constraints of time cost and resource. (ISO10006).</p> <p>(ii) Internet of Things (IoT) Internet of Things (IoT) refers to the process of connecting everyday physical objects to the internet from common household objects like light bulbs to health care assets like medical devices to wearable, smart devices and even smart cities.</p> <p>Scheme: [(i) Definition (any general definition for project), 02 marks. (ii) Definition of IoT, 02 marks], 02+02=04 marks</p>	04												
1(b)	<p>Match the following: (06×01=06)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">(i) All the phases take their normal time in</td> <td style="padding: 2px;">(b) Normal project</td> </tr> <tr> <td style="padding: 2px;">(ii) Projects undertaken due to the unexpected calamities</td> <td style="padding: 2px;">(f) Disaster project</td> </tr> <tr> <td style="padding: 2px;">(iii) Additional costs are required to gain time in</td> <td style="padding: 2px;">(e) Crash project</td> </tr> <tr> <td style="padding: 2px;">(iv) Video games are example for</td> <td style="padding: 2px;">(c) Virtual reality</td> </tr> <tr> <td style="padding: 2px;">(v) Combination of digital and real world is</td> <td style="padding: 2px;">(a) Augmented reality</td> </tr> <tr> <td style="padding: 2px;">(vi) Virtual storage exists on the internet</td> <td style="padding: 2px;">(d) Cloud</td> </tr> </table> <p>Scheme: 06×01=06 marks</p>	(i) All the phases take their normal time in	(b) Normal project	(ii) Projects undertaken due to the unexpected calamities	(f) Disaster project	(iii) Additional costs are required to gain time in	(e) Crash project	(iv) Video games are example for	(c) Virtual reality	(v) Combination of digital and real world is	(a) Augmented reality	(vi) Virtual storage exists on the internet	(d) Cloud	06
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1(c)	<p>List the five characteristics of Project Manager. (05×01=05)</p> <ul style="list-style-type: none"> • Flexible and adaptable to all circumstances. • Initiativeness and should be a good leader. • Aggressiveness, confidence, persuasiveness and verbal fluency. 	05												

	<ul style="list-style-type: none"> • Effective communication skills. • Ambition and forcefulness. • Effectiveness as integrator of project personnel. • Poised with enthusiasm, in agitation, spontaneity. • Able to identify problems ahead. • Able or willing to devote most of his time for planning and controlling. • Willing to make decisions which are acceptable to the team. • Ability to maintain proper balance in the use of time. <p>Scheme: Any five characteristics, $05 \times 01 = 05$ marks</p>																												
1(d)	Analyse any five benefits of AR and VR in project management. $(05 \times 01 = 05)$ <ul style="list-style-type: none"> • Increase in competitive ability. • Increase in efficiency and productivity. • Reduces time and costs. • Reduces errors and facilitates work processes. • Enables fast remote support for repairing systems weakness. • Enable fast and remote collaboration. • Involve innovation support. • Facilitate to understand large amounts of data. • Facilitate decision making problems solving. • Facilitates monitoring of projects. • Reduces the project validation risks. <p>Scheme: Any five benefits, $05 \times 01 = 05$ marks</p>	05																											
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2(a)	Identify any four differences between project and operation. $(04 \times 01 = 04)$ Difference between project and operation are as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Sl. #</th> <th style="text-align: center;">Project</th> <th style="text-align: center;">Operation</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1.</td> <td>Temporary.</td> <td>Repetitive.</td> </tr> <tr> <td style="text-align: center;">2.</td> <td>Unique.</td> <td>Continuous cycle.</td> </tr> <tr> <td style="text-align: center;">3.</td> <td>Create new product, service or process.</td> <td>Product, service or process already created and are in use.</td> </tr> <tr> <td style="text-align: center;">4.</td> <td>Performance, time and cost are uncertain.</td> <td>Performance, time and cost are known.</td> </tr> <tr> <td style="text-align: center;">5.</td> <td>Developing a new system.</td> <td>System already exists, maintaining and sustaining.</td> </tr> <tr> <td style="text-align: center;">6.</td> <td>Unexpected inputs and outputs.</td> <td>Expected inputs and outputs.</td> </tr> <tr> <td style="text-align: center;">7.</td> <td>More/High risk, usually done for the first time.</td> <td>Fewer risks as they are repeated many times.</td> </tr> <tr> <td style="text-align: center;">8.</td> <td>When objectives are achieved the project ends.</td> <td>Multiple objectives to be achieved again and again.</td> </tr> </tbody> </table> <p>Scheme: Any four differences, 01 marks for each difference, $04 \times 01 = 04$ marks</p>	Sl. #	Project	Operation	1.	Temporary.	Repetitive.	2.	Unique.	Continuous cycle.	3.	Create new product, service or process.	Product, service or process already created and are in use.	4.	Performance, time and cost are uncertain.	Performance, time and cost are known.	5.	Developing a new system.	System already exists, maintaining and sustaining.	6.	Unexpected inputs and outputs.	Expected inputs and outputs.	7.	More/High risk, usually done for the first time.	Fewer risks as they are repeated many times.	8.	When objectives are achieved the project ends.	Multiple objectives to be achieved again and again.	04
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2(b)	<p>Show any three differences between augmented reality and Virtual reality. (03×02=06)</p> <table border="1" data-bbox="282 233 1346 855"> <thead> <tr> <th>Sl.#</th><th>Augmented reality</th><th>Virtual reality</th></tr> </thead> <tbody> <tr> <td>1</td><td>Combination of digital and real world.</td><td>Totally artificial digital world.</td></tr> <tr> <td>2</td><td>User experience is partially immersed.</td><td>Complete sense of immersion.</td></tr> <tr> <td>3</td><td>Camera-enabled devices such as smart phone, tablet or smart glasses are required. Desktop and lap-top are not suitable because of its fixed camera position, unless an external camera is used.</td><td>Special hardware equipment is required (Microsoft hololens, HTC vive, oculus right, Google daydream, etc).</td></tr> <tr> <td>4</td><td>Latest versions of common operating systems are good enough (Android, IOS, Windows).</td><td>Special software is required.</td></tr> <tr> <td>5</td><td>Initial cost is lower than the VR.</td><td>Initial cost is higher than the AR.</td></tr> </tbody> </table> <p>Scheme: Any three differences, 02 mark for each difference, 03×02=06 marks</p>	Sl.#	Augmented reality	Virtual reality	1	Combination of digital and real world.	Totally artificial digital world.	2	User experience is partially immersed.	Complete sense of immersion.	3	Camera-enabled devices such as smart phone, tablet or smart glasses are required. Desktop and lap-top are not suitable because of its fixed camera position, unless an external camera is used.	Special hardware equipment is required (Microsoft hololens, HTC vive, oculus right, Google daydream, etc).	4	Latest versions of common operating systems are good enough (Android, IOS, Windows).	Special software is required.	5	Initial cost is lower than the VR.	Initial cost is higher than the AR.	06
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2(c)	<p>List any five features of a project. (05×01=05)</p> <p>Following are some important features of a project:</p> <ul style="list-style-type: none"> ➤ Unique in nature. (No two projects are exactly similar) ➤ Have definite goals (objectives) to achieve ➤ Require set of resources. ➤ Have a specific time frame for completion with a definite start and finish. ➤ Project has a life cycle reflected by start, growth, maturity and decline ➤ Involves risk and uncertainty ➤ Require cross-functional teams and interdisciplinary approach. ➤ Change is an inherent feature in any project throughout its life. <p>Scheme: Any five features, 05×01=05 marks</p>	05																		
2(d)	<p>Discuss any five applications of AR and VR. (05×01=05)</p> <p>The applications of AR and VR in Project management are as follows:</p> <ol style="list-style-type: none"> i. Architecture, civil engineering, construction and real estate: Instead of standard 2D format of drawings and renderings, investors and customers can now experience realistic impression of their future buildings, flats, and business places, both from the outside and from the inside. ii. Marketing and sales: Many companies have recognized additional values for both marketers and customers. For instance using app helps customers in fast decision making. iii. Education: AR/VR technologies offer great opportunities and diversity in 	05																		

	<p>education (remote learning, interactive learning etc.)</p> <p>iv. Visual industries: There are many examples of using AR/VR and related projects in this field; game industry, fashion industry, entertainment industry - cinema, film, travelling exhibitions (e.g. landmarks, museums) etc.</p> <p>v. Automotive: AR/VR solutions are used for test drives, car elements testing, car dealership experience, etc.</p> <p>vi. Manufacturing: In complex manufacturing processes AR is useful in delivering the right information at the right moment to factory workers on assembly lines.</p> <p>vii. Healthcare: Training of surgeons is one of the most important fields of application of the AR/VR technologies in healthcare.</p> <p>viii. Defence: The project uses different approaches allowing remote connection of AR and VR systems to geo-location and other tools, involving 3D modeling, photogrammetric, drones and many other state-of-the-art technologies.</p> <p>ix. Service support: Remote technical and expert support, visualized instructions, remote repairing, knowledge, exchange, etc., with the AV/VR technologies, maintaining and repairing at remote locations is possible.</p>	
Scheme: Any five applications, $05 \times 01 = 05$ marks		

SECTION-2

3(a)	<p>List the different types of project team and explain any two project team. (03+02=05)</p> <p>Project team can be classified as</p> <ul style="list-style-type: none"> a) Initial project team b) Designated project leader/manager c) Core project team or project steering committee d) Full project team e) Project advisors f) Project stakeholders g) Process facilitators. <p>a) Initial project team</p> <ul style="list-style-type: none"> ➤ It consists of specific people who have idea of starting a project. ➤ The member of this team may or may not be a part of the core project team. <p>b) Designated project leader/manager</p> <ul style="list-style-type: none"> ➤ Any one of the team members will be designated as a project leader/manager and he will be responsible for coordinating the activities of team members, managing the relations with key stakeholders and the process of going through the project cycle. 	05
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c) Core project team

- It is a small group of people of 3 to 8 members who are ultimately responsible for designing and managing the project.
- It is also called the project driving committee consisting of sponsor, client, leader, expert/specialist and internal auditor (inspector or examiner).

d) Full Project Team

- It is bigger than the core project team, it consists of a complete group of people involved in designing, implementing, monitoring and learning from a project.
- This team includes managers, stakeholders, researchers and other key members of the project.

e) Project Advisors

- The project advisors are not the part of project team
- Team members can depend on advisors for honest feedback and counselling
- Project advisors can coordinate the works of the project

f) Project stakeholders

- The project stakeholders are individuals, groups or institutions who are interested in the project outcome
- They have a stake in the project
- The project success or failure depends on how much the stakeholders are satisfied with the project
- It is not mandatory that all the stakeholders should be a part of the project team.
- The key stakeholders will find a place in the project team.
- Example: Project manager, Team members, Managers, Resource managers, Executives, senior management, Company owners and Investors.

g) Project Facilitators

- Project Facilitators help the project through the planning process.
- He is part of the initial project team and the core project team.
- He understands the key elements of the process and he has good facilitation skills.
- A facilitator is an unbiased person who listens to both sides of an argument.
- The facilitator will solve problems by reaching common ground between two or more people.

Scheme: [List any three types ($03 \times 01 = 03$) and explain any two ($02 \times 01 = 02$)],
 $03 + 02 = 05$ marks

3(b)	<p>Explain project dairy with three advantages. (02+03=05)</p> <p>Project Dairy:</p> <ul style="list-style-type: none"> ➤ A project manager is to conduct number of meetings with vendors, contractors, his own staff and various outsiders concerned to project work. ➤ Thus have to maintain a record of points discussed and decisions taken in date wise while carrying the project work, this is known as project diary. <p>Advantages of Project Diary:</p> <ul style="list-style-type: none"> ➤ This will ensure effective and efficient management. ➤ This record will justify the decisions in later dates. ➤ This record can also be used to defend against non-admissible claims and litigations. ➤ This diary also helps to prepare a follow-up, as this record contains all the pending works with dates committed against each. ➤ Maintaining the diary helps us to get relief from the burden of carrying everything in our mind. ➤ It will also boost up our memory power thereby helps us to avoid the problems of unattended work due to lack of memory. <p>Scheme: [Explain (02), any three advantages (03×01=03)], 02+03=05 marks</p>	05
3(c)	<p>Develop a WBS for the college day event in your institution.</p> <p>Work Breakdown Structure (WBS) for the college day event:</p> <pre> graph TD A[College day event in a Institution] --> B[Managing the students, faculties and guests.] A --> C[Activities to be performed.] A --> D[Budget estimation] A --> E[Stage setting and management] B --> F[Informing the team members] B --> G[Management of participants] C --> H[Inauguration & formal event] C --> I[Cultural activities etc.] D --> J[Cost of all the activities] E --> K[Stage decoration and seating arrangements] E --> L[Sound & light settings] </pre> <p>Note: Any general college day event breakdown structure can be considered.</p> <p>Scheme: WBS construction 05 marks</p>	05

3(d)	<p>Analyse the importance of communication in a project.</p> <ul style="list-style-type: none"> ➤ Effective communication is often the foundation of successful projects. ➤ Good communication can unite team members and stakeholders to a project's strategy, objectives and budget. ➤ It can also enable everyone involved in the project to understand his or her roles, which may make them more likely to support the project. ➤ Without effective communication, projects can incur more risk and fail to meet desired outcomes. ➤ According to Peter F Drucker, 63% of management problems are due to faulty communications. ➤ For a successful project implementation, a two-way communications system is essential. ➤ For that matter, the entire process of direction, coordination and control in a project revolves around communication. <p><i>Scheme: Brief explanation, 05 marks</i></p>	05
OR		
4(a)	<p>Identify any five advantages of effective team. (05×01=05)</p> <ul style="list-style-type: none"> ➤ Clear objective of the project from the initiation to 'completion. ➤ Good decision making process, which speeds up the activities. ➤ Clear roles, responsibilities and leadership. ➤ Ensures smooth progress of the project without overlapping. ➤ Leadership roles are shared by the team head. ➤ Trust, co-operation, support and constructive conflict or feedback. ➤ Individual and mutual accountability for performance results. <p><i>Scheme: Any five advantages, 05×01=05 marks</i></p>	05
4(b)	<p>Describe the use of Project Procedure Manual (PPM) and Project Execution Plan (PEP) for the successful implementation of the project. (2.5+2.5=05)</p> <p><i>Project Procedure Manual (PPM):</i></p> <ul style="list-style-type: none"> ➤ The project procedure manual gives a complete picture about the system. ➤ It is intended to guide project managers. ➤ It has to be prepared in such a way that the agencies are able to see their roles and mutual relationships in achieving the common goal. ➤ Preparation of a project procedure manual should start with each project management sub system. ➤ It contains the instruction for handling the project in accordance with the terms of the contract. 	05

	<p><i>Project Execution Plan (PEP):</i></p> <ul style="list-style-type: none"> ➤ The Project Execution Plan is the governing document that establishes the means to execute, monitor, and control projects. ➤ It is a document that describes the objectives we want to achieve in a company with the time and resources needed along with the costs, quality, benefits, etc. ➤ PEP includes four sub-plans. These are: <ol style="list-style-type: none"> i. Contracting Plan ii. Work packing Plan iii. Organization Plan iv. Systems and Procedure Plan <p>Scheme: [Brief description of PPM (2.5) and PEP (2.5)], $2.5+2.5=5$ marks</p>	
4(c)	<p>Develop the factors to be considered while selecting the team members in a project. (05×01=05)</p> <ul style="list-style-type: none"> ➤ Knowledge about biodiversity and threat to biodiversity. ➤ Knowledge about political, social and economic context. ➤ Knowledge or experience of stakeholders and their concerns. ➤ Experience or skill in developing the strategies. ➤ Experience in communication. ➤ Experience in fundraising ➤ Experience in budgeting and risk assessment. ➤ Should understand the psychology of the team. ➤ Should not be short tempered. <p>Scheme: Any five factors, $05\times01=5$ marks</p>	05
4(d)	<p>Analyse the prerequisites for successful project implementation.</p> <ul style="list-style-type: none"> ➤ Time and cost overruns make the project uneconomical. ➤ This also leads to shortage of resources for other projects. ➤ In order to minimize time and cost over-runs during the implementation of a project, it is necessary to study about the prerequisites for successful project implementation. ➤ Keeping checks on these prerequisites help to improve prospects of successful completion of projects. ➤ Some of the important prerequisites are Adequate formulation, sound project organization, proper implementation planning, advance action, timely availability of funds, judicious equipment tendering and procurement, better contract management, effective monitoring. <p>Scheme: Brief explanation 05 marks</p>	05

SECTION-3		
<p>5(a)</p> <p>List the four phases in Project Management Life cycle and explain any one phase. (04+01=05)</p> <p>The four phases of project life cycle are,</p> <ul style="list-style-type: none"> i. Initiation ii. Planning iii. Execution iv. Closure or Termination <p>i. Initiation Phase:</p> <ul style="list-style-type: none"> • In this phase we study the project purpose and scope, justification for taking up the project and the solutions are defined. • This phase ends with selection of project team, setting up of a project office and performance review of this phase. <p>ii. Planning Phase:</p> <ul style="list-style-type: none"> • This phase defines a detailed procedure to undertake the project and how to complete the project with successful deliverables (output). • Recourse planning is done in this phase. • This phase defines strategic planning and implementation planning. • A performance review is done at the end of this phase. <p>iii. Execution Phase:</p> <ul style="list-style-type: none"> • This phase carry out or execute the decisions, actions, procedures, steps, methods etc. that are defined in planning phase. • Actual work is done here and this involves monitoring and controlling processes. • This phase look for customer / stakeholder / sponsor's satisfaction. • A performance review is done at the end of this phase. <p>iv. Project closure phase:</p> <ul style="list-style-type: none"> • This is the final phase to do the official closure of the project. • In this phase project deliverables (output) is handed over to the customers. • Documents are handed over to the authority, contracts are officially closed with venders and suppliers, staffs are relieved and machines or equipment's are set free for the next project. • A performance review is done at the end of this phase which will identify the positive and negative points of the project, which will help the project manager and spencer's to undertake the next project. <p>Scheme: [List four phases (04×01=04) and explain any one (01)], 04+01=05 marks</p>		05

5(b)	<p>Explain Best and Worst case analysis and mention its limitations. (02+03=05)</p> <ul style="list-style-type: none"> • Best case analysis assumes the best scenario with high demand, high selling price, and low variable cost and so on. • Worst case analysis assumes the low demand, low selling price, high variable cost and so on. <p><i>Limitations:</i></p> <ul style="list-style-type: none"> ➢ It is based on the assumptions that there are a few described scenarios. ➢ The assumptions are not true in most of the cases. ➢ The demand in the market is based on economy of the state which is very difficult to predict and the assumption model can fail. <p>Scheme: [Explain (02), limitations any three (03×01=03)], 02+03=05 marks</p>	05
5(c)	<p>Show the different types of project risks and explain any two. (03+02=05)</p> <ol style="list-style-type: none"> i. Technical Risks: Technical risks refer to changes in technical specifications of the product results in loss. ii. Social Risks: Social risks refer to risks arising from changes in the needs and preferences of customers. Lack of necessary natural resources, labour unrest, agitations and social movements against the project also constitute social risks. iii. Economic Risks: Economic risks refer to an increase in the rate of inflation, changes in the economic policies of governments. iv. Political Risks: Nationalisation or privatisation of a particular industry, political instability, and trade restriction are some examples of political risks. The project manager should ensure that the project does not go against the political interests of the country. v. Production Risks: Production risks refer to the shortage of necessary raw materials, sudden breakdown of key machinery and huge rise in installation and maintenance costs. vi. Marketing Risks: Marketing risks refer to failure of the developed product or service in the market due to changes in market demand, errors in forecasting of demand, or difficulties in distribution. vii. Financial Risks: Financial risks refer to bad debts, change in the interest rate, wrong choice of investments and mistakes in the accounting procedures. viii. Human Risks: Human risks refer to the sudden demise of key employee, limited availability of skilled employees, inter-group politics, etc. <p>Scheme: [Name any three types (03×01=03), explain any two (02×01=02)], 03+02=05 marks</p>	05

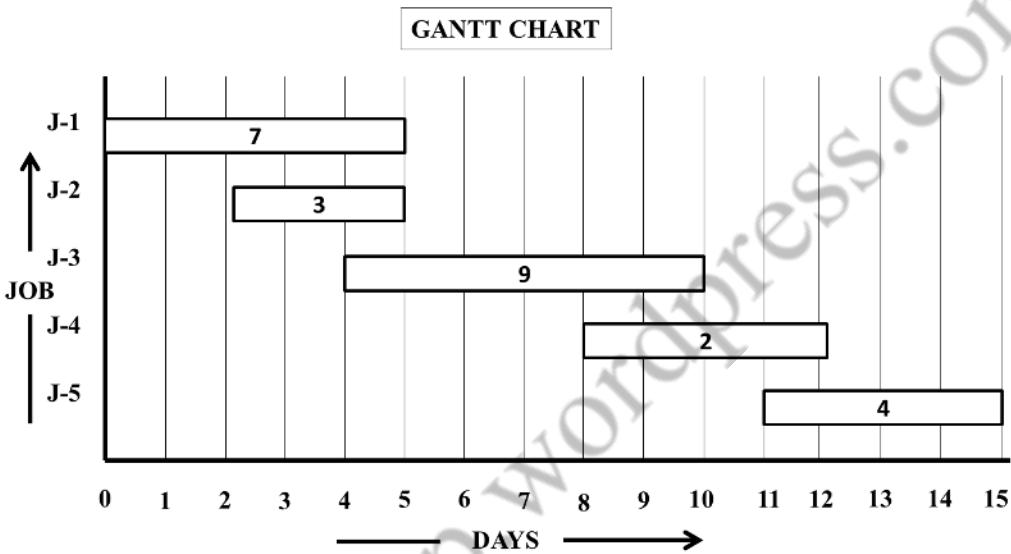
5(d)	<p>A metro project was planned with an estimated budget of 4000 crores. However, after the completion of the project, it was found that the total project cost was 4300 crores. Analyse the possible reasons for the increase in cost of the project. (05×01=05)</p> <p><i>The possible reasons for the given project cost overruns:</i></p> <ul style="list-style-type: none"> ➤ Unplanned expansion of the project scope. ➤ Inaccurate initial cost estimation. ➤ Failures in project performance. ➤ Errors in project design. ➤ Improper risk management. ➤ Improper project team building. ➤ Wrong choice of equipment. ➤ Incompetent material suppliers. ➤ Time overrun. <p>Scheme: Any five reasons for cost overrun, 05×01=05 marks</p>	05
OR		
6(a)	<p>Define project risk and list the different types of risk assessment techniques. (02+03=05)</p> <p>Risk is defined as the possibility of an outcome being different from the expected outcome.</p> <p style="text-align: center;">OR</p> <p>Risk are uncertainties in any project, they can adversely affect the desired outcome of the project unless they are minimized</p> <p><i>Project risk assessment techniques are as follows:</i></p> <ol style="list-style-type: none"> 1. Sensitivity analysis 2. Scenario analysis 3. Best and worst case analysis 4. Simulation analysis <p>Scheme: [Definition (02) and list any three types (03×01=03)], 02+03=05 marks</p>	05
6(b)	<p>Explain time overrun and cost overrun in a project. (2.5+2.5=05)</p> <p>Time overrun:</p> <ul style="list-style-type: none"> ➤ It is the condition where the project does not complete within the scheduled time (given time). ➤ This may be the result of poor planning and deviation from time schedule. ➤ Proper planning, controlling and monitoring with review system can always reduce or avoid time overrun. 	05

	<p><i>Following may the reasons for time overrun:</i></p> <ul style="list-style-type: none"> • Changing project objective or events. • Delay in start-up, execution and closure. • Delay in undertaking dependent project stages. • Poor time table or poor follow up. • Management or administrative failure. • Possible interruption from public, politicians or government authorities. <p><i>Cost overrun:</i></p> <ul style="list-style-type: none"> ➤ It is the condition where the project does not complete within the given budget. ➤ This may be the result of poor planning and poor management. ➤ Proper planning, controlling, tracking and monitoring with review system can always reduce or avoid cost overrun. <p><i>Following may the reasons for cost overrun:</i></p> <ul style="list-style-type: none"> • Re-work or re-assembly. • Fail to track project spending. • Poor resource utilization plan. • Fail to make work breakdown structure. • Fail to review similar projects in past. • Lack of detailed project budget outline. <p><i>Scheme: Brief description of time overrun and cost overrun, 2.5+2.5=05 marks</i></p>	
6(c)	<p>List the role of project manager to minimize risk in a project. (05×01=05)</p> <ul style="list-style-type: none"> ➤ Project manager place an important roll ensures project team and managers all the activities. ➤ He holds the overall control of the project and responsible for its execution and performance. ➤ He is involved in planning of work, monitoring, directing and leading team members and makes sure that project goals are reached in time, cost and quality. ➤ He should maintain a project dairy to records the activities and progress of the project. ➤ He should ensure timely availability of the action to reduce the wastage of resources. ➤ He should be flexible and adoptable to any situation. ➤ Project manager should be confident, verbally fluently and must be a specialist in communication. ➤ He should be able to identify the problems ahead. ➤ He should be able to maintain a proper balance between time and money. ➤ He must take form decision and it must be accepted by his team members. <p><i>Scheme: Listing any five roles, 05×01=05 marks</i></p>	05

6(d)	<p>A Highway road Project was planned with estimated time duration of 6 months. However, the project took 13 months for its completion . Evaluate the possible reasons for the delay in the project. (05×01=05)</p> <p><i>The possible reasons for the given project time overruns:</i></p> <ul style="list-style-type: none"> ➤ A change in the scope of the project. ➤ Ineffective project time management. ➤ Delays in starting and executing some of the project activities. ➤ A delay in one project, results in delays in subsequent projects. ➤ Use of out-dated technology. ➤ Political interference. ➤ Poor administration. ➤ Poor planning. <p>Scheme: Any five reasons for time overrun, 05×01=05 marks</p>	05
SECTION-4		
7(a)	<p>(i) Define Project evaluation (ii) List why the project evaluation is important (02+03=05)</p> <p>(i) Project evaluation: Project Evaluation is a step-by-step process of collecting, recording and organizing information about project results, including short-term and longer-term project outcomes</p> <p>(ii) Importance of project evaluation</p> <p>Project evaluation provides answers to several aspects such as:</p> <ul style="list-style-type: none"> • Progress made. • Effective and efficient use of resources. • Desired output achieved. • Improvements to be made for better outcome. • Success factors • Whether the results justify the input etc. <p>Scheme: [(i) Definition (02) (ii) Listing any three reasons (03×01=03)], 02+03=05 marks</p>	05
SECTION-4		
7(b)	<p>Describe any five functions of Project planning. (05×01=05)</p> <p><i>Following are the functions of project planning:</i></p> <ul style="list-style-type: none"> ➤ It should provide a basis for organizing the work on the project. ➤ It allocates the responsibilities to individuals. ➤ It is a means of communication and coordination between all those involved in the project. ➤ It induces the people to look ahead. ➤ It gives a sense of urgency and time consciousness. ➤ It establishes the basis for monitoring and controlling. <p>Scheme: Listing any five functions, 05×1=05 marks</p>	05

7(c)	<p>(i) Explain Project scheduling (ii) List any three purpose of project scheduling. (02+03=05)</p> <p>(i) Project scheduling : (02 Marks)</p> <ul style="list-style-type: none"> ➤ It is a procedure of assigning tasks or activities to get them completed well within an allocated budget and specified time schedule. ➤ Scheduling suggests when to start and how much to be done. ➤ Scheduling usually consists of the planned start date and finish date. ➤ Scheduling is critical component for effective time management. <p>(ii) Purpose of project scheduling: (03 Marks) [Any three]</p> <ul style="list-style-type: none"> ➤ To obtain time based commitment to various project activities. ➤ To communicate these commitments to project manager. ➤ To ensure coordination among the project leader and the team members with respect to the commitments and the activities to be carried out. ➤ To adopt the schedule or commitment to the changing circumstances (unavoidable risks). <p>Scheme: [(i) Explanation (02) (ii) Listing any three purpose (03×01=03)], 02+03=05 marks</p>	05
7(d)	<p>Analyse the importance of project objectives and policies.</p> <ul style="list-style-type: none"> ➤ The objectives and policies are very important while planning the project. ➤ If the project team lacks a clear goal even excellence skills and the best equipment will not enable the team to do a good job. ➤ Well defined objectives and policies serve as the framework for the decisions to be made by the project manager. ➤ The objectives of the project may be technical objectives, performance objectives, time and cost goals. ➤ Policies are the general guide for decision making on individual actions. ➤ Some of the policies of the project are extent of work given to outside contractors, number of contracts to be employed, terms of the contract, etc. <p>Scheme: Brief explanation, 05 marks</p>	05
OR		
8(a)	<p>(i) Define Project Planning (ii) List the tools used in project planning. (02+03=05)</p> <p>(i) Project Planning: It is all about designing effective policies and methodologies in order to attain or fulfil project deliverables or project scope or project objectives. Project planning is thinking before doing.</p>	05

	<p>(ii) Tools used in project planning: <i>Following tools are available for making project planning:</i></p> <ul style="list-style-type: none"> i. Gantt chart ii. Network Techniques iii. Project design iv. Time estimates <p>Scheme: [(i) Definition (02) (ii) Listing any three tools (03×01=03)], 02+03=05 marks</p>	
8(b)	<p>(i) Explain time estimate (ii) Distinguish optimistic time, most likely time and pessimistic time. (02+03=05)</p> <p>(i) Time estimate:</p> <ul style="list-style-type: none"> ➤ When the project is to be designed, it is essential to fix the time targets for each activity of the project. ➤ This helps to complete the project as per the time schedule which gives the optimum benefits (profit) to enjoy. ➤ The time estimate for the project can be done by making the work break down of the project, estimating the time schedules for each activity, putting them in a proper sequence as per the technical or logical manner and finally matching their build up on a time scale with the available resources. ➤ The time estimation for completing the project depends on the factors like work content, sequence, resources, constraints and also on the data available. ➤ This also involves the calculation of three time values for each activity of a project and these are : optimistic time, most likely time and pessimistic time <p>(ii) Distinguish optimistic time, most likely time and pessimistic time</p> <p>a) Optimistic time (t_o): It is the time required to complete the activity if no hurdles or complications arise.</p> <p>b) Most likely time (t_m): It is the time in which the activity is most likely to be completed by considering the normal circumstances and making allowance for some unforeseen delays.</p> <p>c) Pessimistic time (t_p): It is the time required to complete the activities if unusual complications or unforeseen difficulties arise.</p> <p>Scheme: [(i) Explanation (02) (ii) Distinguish one each (03×01=03)], 02+03=05 marks</p>	05

8(c)	Develop the Gantt chart for the given project	05																								
	<table border="1" data-bbox="287 242 1298 523"> <thead> <tr> <th>JOBS</th><th>START DAY</th><th>DURATION</th><th>MAN POWER</th></tr> </thead> <tbody> <tr> <td>J-1</td><td>0</td><td>5</td><td>7</td></tr> <tr> <td>J-2</td><td>2</td><td>3</td><td>3</td></tr> <tr> <td>J-3</td><td>4</td><td>6</td><td>9</td></tr> <tr> <td>J-4</td><td>8</td><td>4</td><td>2</td></tr> <tr> <td>J-5</td><td>11</td><td>4</td><td>4</td></tr> </tbody> </table>	JOBS	START DAY	DURATION	MAN POWER	J-1	0	5	7	J-2	2	3	3	J-3	4	6	9	J-4	8	4	2	J-5	11	4	4	
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Solution:																										
 <p style="text-align: center;">GANTT CHART</p> <p>The Gantt chart illustrates the timeline for five jobs (J-1 to J-5). The vertical axis represents the jobs, and the horizontal axis represents the days from 0 to 15. Each job is represented by a horizontal bar indicating its duration and start date.</p> <ul style="list-style-type: none"> Job J-1: Starts at day 0 and ends at day 5. Duration: 5 days. Job J-2: Starts at day 2 and ends at day 5. Duration: 3 days. Job J-3: Starts at day 4 and ends at day 10. Duration: 6 days. Job J-4: Starts at day 8 and ends at day 12. Duration: 4 days. Job J-5: Starts at day 11 and ends at day 15. Duration: 4 days. 																										

Scheme: Developing Gantt chart, 05 marks

8(d)	Analyse “SMART” tool for setting goals and objectives. <ul style="list-style-type: none"> ➤ A goal is a general statement of what should be done to solve a problem. ➤ Objectives are a finite subset of a goal and should be specific in order to be achievable. ➤ The objectives should be "SMART." ➤ They should be: <ol style="list-style-type: none"> i. Specific: clear about what, where, when, and how the situation will be changed ii. Measurable: able to quantify the targets and benefits iii. Achievable: able to attain the objectives iv. Realistic: able to obtain the level of change reflected in the objective and v. Time bound: stating the time period in which they will each be accomplished. 	05
Scheme: Brief explanation, 05 marks		

SECTION-5

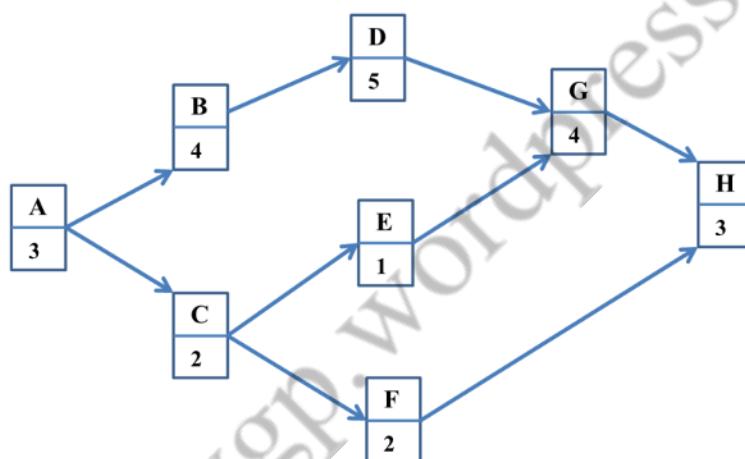
9(a)	<p>List any five uses of Network Techniques. (05×01=05)</p> <p>Following are the uses of network technique to the management:</p> <ul style="list-style-type: none"> i. It indicates the start and finish time of each activity of the project. ii. It helps in better scheduling, monitoring and control of project activities. iii. It helps in better execution of the project. iv. These techniques can serve as indicators of bottle necks and potential trouble spots which help in preventing the pitfalls and progress of the project as per plan. v. This will illustrate the type and extent of co-ordination required among the designers, contractors and other members of the project team. vi. It helps in identifying the critical path. vii. It helps in identifying the critical tasks and diversion of resources to these tasks so that they can be completed as per the schedule.. viii. It helps in resource allocation such as labour, machines etc. ix. It helps to find whether or not advisable to crash project time and the impact of crashing on the cost of the project. x. Helps to find which activities are to be speeded up so as to minimise the cost of escalation due to the crashing. xi. It helps in controlling the project cost. <p><i>Scheme: Any five uses, 05×01=05 marks</i></p>	05																											
9(b)	<p>Distinguish between PERT and CPM in Project Management. (05×01=05)</p> <table border="1"> <thead> <tr> <th>Sl.#</th> <th>PERT</th> <th>CPM</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>It is appropriate where the time estimates are uncertain in the duration of activities.</td> <td>It is appropriate when the time estimates are found with certainty in the duration of activities.</td> </tr> <tr> <td>2.</td> <td>It uses three time estimates for the performance of an event.</td> <td>It uses only one time estimate for the activity and which is constant.</td> </tr> <tr> <td>3.</td> <td>It is concerned with the events.</td> <td>It is concerned with the activity.</td> </tr> <tr> <td>4.</td> <td>It is suitable for non-repetitive projects.</td> <td>It is suitable for repetitive projects.</td> </tr> <tr> <td>5.</td> <td>It can be analysed statistically.</td> <td>It cannot be analysed statistically.</td> </tr> <tr> <td>6.</td> <td>Time is the direct controlling factor.</td> <td>Cost is the direct controlling factor.</td> </tr> <tr> <td>7.</td> <td>The circle stands for an event and the line connecting the circles represents an activity.</td> <td>The circle stands for an activity and the line joining the circles represents an events.</td> </tr> <tr> <td>8.</td> <td>It is applied to research development industries.</td> <td>It is applied to the construction.</td> </tr> </tbody> </table> <p><i>Scheme: Any five differences, 01 marks for each difference, 05×01=05 marks</i></p>	Sl.#	PERT	CPM	1.	It is appropriate where the time estimates are uncertain in the duration of activities.	It is appropriate when the time estimates are found with certainty in the duration of activities.	2.	It uses three time estimates for the performance of an event.	It uses only one time estimate for the activity and which is constant.	3.	It is concerned with the events.	It is concerned with the activity.	4.	It is suitable for non-repetitive projects.	It is suitable for repetitive projects.	5.	It can be analysed statistically.	It cannot be analysed statistically.	6.	Time is the direct controlling factor.	Cost is the direct controlling factor.	7.	The circle stands for an event and the line connecting the circles represents an activity.	The circle stands for an activity and the line joining the circles represents an events.	8.	It is applied to research development industries.	It is applied to the construction.	05
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9(c)	Develop a network diagram for a project whose activities and preceding activities with duration are given below.	05
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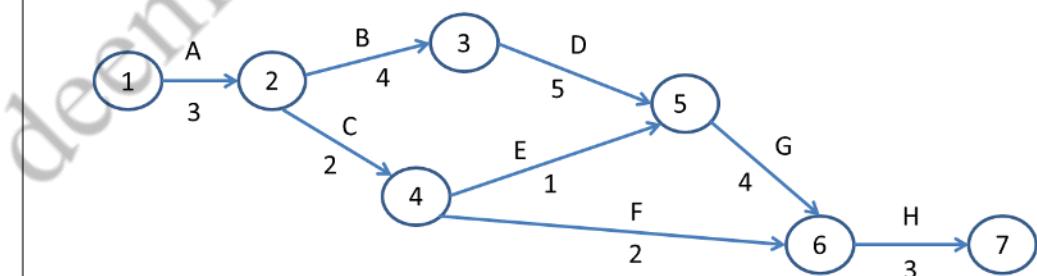
Activity	Predecessor	Duration(days)
A	-	3
B	A	4
C	A	2
D	B	5
E	C	1
F	C	2
G	D, E	4
H	F, G	3

Solution:

(Any one of the below solution or close to one of these can be considered to evaluate.)



(Note: The above network diagram utilizes nodes to represent activities and associates them with projects that illustrate the dependencies for scheduling activities in a project plan from start to end.)

OR

(Note: The above network diagram represents project plan schedules using critical path method.)

Scheme: Developing a network diagram, 05 marks

9(d)	Analyse the functions of Project auditor. (05×01=05) <ul style="list-style-type: none"> ➤ Providing the actual status of the project from time to time. ➤ He has to examine the project methodology and techniques to achieve the project objectives. ➤ Identification of factors which may create the quality problems during the project work and giving the recommendations to overcome those problems. ➤ Auditor is required to give advice to make recommendations. ➤ He should be competent to prepare the action plans. ➤ Auditor has to evaluate the contract base lines and give his judgment on their adequacy for achieving the project objectives. ➤ Auditor has to measure the present and future state of the project. ➤ Timely spotting of different problems relating to the execution of the project and suggesting to overcome the above problems. ➤ Establishing a good information base for a proper estimation and costing of the project. ➤ Assisting in establishing appropriate standards and systems and recommending suitable work techniques. ➤ Identification and recommendations of specific training needed with reference to the project tasks. ➤ Investing the underlying records, and the tangible results of work done. ➤ Continuous observations over the process and calibre of project management, and get a clear picture of the project organization and controls. 	05
Scheme: Any five functions, 05×01=05 marks		

OR

10(a)	(i) List any three purposes of project control (ii) List any four objectives of Project Review. (03+02=05) <p>(i) <i>Purposes of project control:</i></p> <ul style="list-style-type: none"> ➤ To control the progress of the activities. ➤ To control the performance of the project activities. ➤ To control the project schedule. ➤ To have control over the project cost. ➤ To have control over the delays in project activities. ➤ To motivate project personnel through performance evaluation. ➤ To achieve the project goals effectively and efficiently. <p>(ii) <i>Objectives of project review:</i></p> <ul style="list-style-type: none"> ➤ To examine whether the project is implemented in a specified ways or not. ➤ To assess the impact of the project. ➤ To examine the project efficiency. ➤ To measure the quality of the project. 	05
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	<ul style="list-style-type: none"> ➤ To review the safety aspects followed during the project. ➤ To examine the methods, process, procedures followed during the project. ➤ To assess the outcome of the project. <p>Scheme: [(i)List any three purposes (03×01=03), (ii) List any four objectives (04×0.5=02)], 03+02=05 marks</p>	
10(b)	<p>Explain initial review in a project.</p> <ul style="list-style-type: none"> ➤ Initial project review is the first stage in the project review process. ➤ It consists of two types: <p>Control of Project in progress:</p> <ul style="list-style-type: none"> • It specifies expenditure, how much can be spent by whom and when. • It ensures that the actual expenditure does not deviate from planned one. • It is a periodical control exercised during the project in progress. <p>Post Audit:</p> <ul style="list-style-type: none"> • It is post completion audit. • Most of the firms do a post audit for every project above some threshold limit. • It compares the actual performance with the planned performances. • It assures the proper evaluation of the project and it is one-time exercise. <p style="text-align: center;"><i>OR</i></p> <p>Initial project review is carried out for following reasons:</p> <ul style="list-style-type: none"> ➤ To examine whether the project is implemented in a specified ways or not. ➤ To ensures that the actual expenditure does not deviate from planned one. ➤ To assess the impact of the project. ➤ To examine the project efficiency. ➤ To measure the quality of the project. ➤ To review the safety aspects followed during the project. ➤ To examine the methods, process, procedures followed during the project. ➤ To assess the outcome of the project. <p>Scheme: Brief explanation, 05 marks</p>	05
10(c)	<p>List any five objectives of Project Audit. (05×01=05)</p> <p><i>Following are the objectives of project audit:</i></p> <ul style="list-style-type: none"> ➤ Providing the clear picture of actual status of the project from time to time. ➤ Creating awareness among the project staff about the type and magnitude of the problems encountering during the completion of the project and producing the quality products in a planned volume and at competitive 	05

	<p>costs.</p> <ul style="list-style-type: none"> ➤ Identification of factors which may create the quality problems leading to time and cost overruns. ➤ Timely spotting of a variety of generic problems while executing the project and suggestions to overcome these problems. ➤ Assisting to establish an appropriate standards and systems and recommending the suitable work techniques. ➤ Enabling to create the good information system for a proper estimation and costing of the project. ➤ Identification of specific training needs with reference to the project tasks. ➤ Developing the experience and expertise in project management in order to provide the consultancy services to the other enterprises. <p>Scheme: Listing any five objectives, 05×01=05 marks</p>	
10(d)	<p>Analyse the steps in project audit program</p> <p>Project audit program:</p> <ul style="list-style-type: none"> ➤ The project audit aims to obtain a clear picture of the actual status of the project from time to time. ➤ The detailed audit program involves the following steps: <p>Step 1: Preliminary examination of the project's organization, administration, record keeping, planning and control and working methods and techniques performed in order to establish project current and future status.</p> <p>Step 2: Preparing the statements of project current and future status, giving a detailed list of completed work as compared with the project's performance baseline, recording the cost and quality aspects, record keeping, working methods and communication aspects.</p> <p>Step 3: Conducting preliminary analysis and presenting results in the form of audit report.</p> <p>Scheme: Brief explanation, 05 marks</p>	05