

## Module 1

(a) What is project life cycle? how does cost of change, risk and influence of stakeholders are Affected with project time during the life cycle of project?

a) how communication is planned and managed in project management?

a) Define Project and Operations? Differentiate between projects and operations

a) Write a short note on: PMI

b) What are Tripple Constraints? How are they significant in project management?

b) Describe the role and responsibility of project manager?

What are Project management Knowledge areas

e) What is Project Management? State its importance?

c) explain project management Life Cycle. Describe the typical Project Life cycle phases.

Give a short description for various Project Management Phases.

f) Differentiate between the Functional, Pure Project and Matrix organization?

5(a) How communication is planned and managed in project management?

1(a) What are the three basic goals of a project and how do project managers achieve them in conditions of uncertainty?

1(b) Why is the project manager's role more of a facilitator rather than a supervisor?

b) explain probability and impact matrix what are the risk strategies for negative risks (threats) And positive risks (opportunities)

1(d) What is Project? What are the attributes of a project? - (5M)

1(c) Explain four P's with respect to Project Management -(5M)

## Module 2

a) What are the contents of project charter? Who prepares and authorizes the project charter?

d) Explain the significance of IRR method in project selection

Describe the any four Project selection models (Numeric and Non Numeric types) with example?

c) what are the non numeric models of project selection? Explain in brief

What are the four stages of team development and growth? What are the advantages of an effective team? What are barriers to team effectiveness?

1(e) Define Project charter - (5M)

## Module 4

c) What is Goldratt's critical chain method?

e) Briefly describe the purchasing cycle.

Explain the risk breakdown structure.

b) list and briefly the ways project may be terminated. what are some nontechnical reasons for project termination?

b) Describe the Critical Chain Scheduling method?

3(b) Explain probability and impact matrix. What are the risk response strategies for negative risks (threats) and positive risks (opportunities)? -

## Module 5

B) What is a contract? Explain different types of contracts in brief.

a) What is Project Contracting? Describe the types of contracts?

6(a) What is a scope creep? How does a formal change control system work in project management?

What is the lifecycle of project audit? What are responsibilities of project audit? What is essential for successful project audit?

c) Write a note on: Project Audit

3(a) Explain Formal and Informal Organization - (10M)

## Module 6

d) Explain importance of ethics in projects

a) What are four stages of team development and growth? What are the barriers to team effectiveness?

d) What is project termination? Describe various reasons.

6(b) List and briefly describe the ways the project may be terminated. What are some nontechnical reasons for project termination?

5(b) Explain the steps involved in terminating a project - (10M)

4(b) Write a note on Project leadership and ethics - (10M)

## Module 3

2(b) Explain various project scheduling techniques. Explain the difference between CPM and PERT - (10M)

3b) Describe the relation between MOV, Scope and WBS - (10M)

4(a) Following are the manpower requirements for each activity in a project.

Activity	Normal Time	Man Power Required
0-1	2	4
1-2	3	3
1-3	4	3
2-4	2	5
3-5	4	3
3-6	3	4
4-7	6	3
5-7	6	6
6-8	5	2
7-9	4	2
8-9	4	9

(i) Draw the project network diagram.

(ii) Rearrange the activity suitably to reduce the existing total manpower requirement.

b) What is Network Diagram? How we construct it? Explain.

a) List the advantages and disadvantages of Gantt Charts?

What is the work breakdown structure (WBS)? If you are co-ordinator to organize a one week student training workshop in your college write down a WBS for this project

b) Compare the top-down budgeting and bottom up budgeting

5(C) State various project estimation and scheduling techniques.

5(b) A consulting project has an actual cost of Rs. 45000, Scheduled cost of Rs. 35000, and the value of completed work is Rs. 31000. Find the Scheduled and Cost Variance. Also, find SPI and CPI.

(a) A consulting project has an actual cost of Rs 35000 scheduled cost Rs 27000 and completed work is Rs. 31000. Find the Scheduled and Cost Variance. Also find SPI and CPI.

2(a) Swanson Industries has a potential project with an initial cost of Rs. 20,00,000. The capital budget allows us to accept only one project. Using the NPV method, which project should be

Cash Flows (Year)	Project A	Project B	Project C	Project D
1	5,00,000	6,00,000	10,00,000	3,00,000
2	5,00,000	6,00,000	8,00,000	5,00,000
3	5,00,000	6,00,000	6,00,000	7,00,000
4	5,00,000	6,00,000	4,00,000	9,00,000
5	5,00,000	6,00,000	2,00,000	11,00,000
Discount Rate	6%	9%	15%	22%

Selected?

(c) Consider a project having following cash flow stream. The cost of capital (r) for the firm is 10% calculate npv of project and decide whether to accept or reject the project

Year	0	1	2	3	4	5
CASH Flow in Rs.	10,00,000	2,00,000	2,00,000	3,00,000	3,00,000	3,50,000

Q4. (a) A small project is composed of 8 Activity whose time estimates are given below

Activity	Predecessor	$t_o$	$t_m$	$t_p$
A	-	3	6	9
B	-	5	7	8
C	A	6	9	12
D	A	6	12	15
E	B	9	12	18
F	B	12	18	24
G	C, D, E	6	9	12
H	C	3	6	9

i) Draw the project network diagram. Find the critical path and expected project duration.

ii) If the due date is 30 days. What is the probability that the project will be completed within the due date?

iii) Find the probability of completing project between 26 to 31 days.

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How do you evaluate the project using the Weighted Scoring model? Give a suitable example. Explain what is NPV? Consider the product that will have cost of 300000 and will be completed in current Year, the expected cash flow for next 5 years is specified below consider discount rate of 8% and calculate the NPV

	Year 0	Year 1	Year 2	Year 3	Year 4
Total Cash Inflow	0	200000	300000	350000	450000
Net Cash Flow	300000	75000	85000	200000	200000

5(a) Explain how a system can be a technical success but an organizational failure? - (10M)

6(b) Suppose you are the project manager of a large software development project. List three common types of risks that your project might suffer? Point out the main steps that you would follow to effectively manage risks in your project - (10M)

1(a) Explain Information Technology Project Methodology (ITPM) - (5M)

1(b) Define scope of the project - (5M)

2(a) Describe the five phases of IT project Methodology - (10M)

4(a) What is the role of an implementation Plan? Compare various implementation Approaches? - (10M)

1. Project Coordinator:

- Role: A Project Coordinator typically supports the Project Manager by assisting with administrative tasks, facilitating communication, and tracking project progress.
- Responsibilities: They may schedule meetings, maintain documentation, coordinate resources, and ensure that project activities are carried out according to the plan.
- Authority: Generally, they don't have direct authority over team members but work closely with them to ensure tasks are completed on time and within budget.
- Focus: Their focus is on the day-to-day coordination and logistics of the project, ensuring that everything runs smoothly and efficiently.

2. Matrix Manager:

- Role: A Matrix Manager operates within a matrix organizational structure where team members report to both functional managers (e.g., department heads) and project managers simultaneously.
- Responsibilities: They oversee project activities while also managing resources borrowed from different departments or functional areas.
- Authority: Matrix Managers have a dual reporting structure, which means they share authority with functional managers and must negotiate resources and priorities.

- Focus: Their focus is on balancing the needs of the project with the constraints and objectives of various functional departments within the organization.
3. Pure Project Manager:
- Role: A Pure Project Manager is solely dedicated to managing a specific project from initiation to closure, without other managerial responsibilities outside of the project.
  - Responsibilities: They have full authority over project resources, budget, and decision-making processes, with the primary goal of delivering the project successfully.
  - Authority: Pure Project Managers have complete authority over the project team and resources, reporting directly to higher management or stakeholders.
  - Focus: Their focus is entirely on the project's success, ensuring that it meets its objectives, delivers value to stakeholders, and is completed within the defined scope, schedule, and budget.

#### Key Differences:

- Scope of Responsibility: Project Coordinators assist Project Managers, whereas Matrix Managers balance project needs with functional department objectives. Pure Project Managers have full responsibility for a specific project.
- Authority Structure: Project Coordinators typically lack direct authority, while Matrix Managers share authority with functional managers, and Pure Project Managers have full authority over the project.
- Focus and Dedication: Project Coordinators focus on coordination tasks, Matrix Managers balance multiple priorities, and Pure Project Managers dedicate themselves solely to project success.

Understanding these roles and their distinctions helps in clarifying responsibilities, authority structures, and expectations within project management contexts.