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Reg. No. :

Question Paper Code : 10147

M.B.A. DEGREE EXAMINATIONS, APRIL/MAY 2023.

Elective

BA4026 – PROJECT MANAGEMENT

(Regulations 2021)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Mention the difference between Projects and Operations.
2. Define Project.
3. Write about any Cost estimating technique and the advantages of using the technique.
4. Define the term Risk.
5. For estimating the time of a project activity the various estimates given by the team members are as follows: Optimistic estimate = 09 days. Pessimistic estimate = 21 days and based on your experience you estimate that the activity would take around 12 days. Based on the above given information calculate PERT.
6. Explain how "Critical Chain" is useful for project managers.
7. Explain Organization Design.
8. Mention any two problems faced during audits of projects.
9. Explain the project control cycle.
10. Specify the top two reasons critical success factors for project success.

PART B — (5 × 13 = 65 marks)

11. (a) Explain the various phases in a project life Cycle.

Or

- (b) Discuss the roles and responsibilities of a project manager and mention the types of project managers.

12. (a) Describe Work Breakdown structure with suitable figures and explain the key rules to be kept in mind while preparing a work breakdown structure.

Or

- (b) Define the process of Risk Management and discuss the principles of risk management?

13. (a) Explain in detail the managerial application of Gantt Chart and Goldratts critical chain concept.

Or

- (b) Calculate the float for the non-critical activities and give your managerial implication on the same.

| Activity | Predecessor | Duration |
|----------|-------------|----------|
| A | | 5 |
| B | | 7 |
| C | A | 7 |
| D | A | 3 |
| E | A | 4 |
| F | B,C | 6 |
| G | D | 1 |
| H | E,F,G | 4 |

14. (a) Explain the how you would manage conflict the use the various conflict resolution techniques.

Or

- (b) Elaborate on the various types of organization structures and discuss the advantages and disadvantages.

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15. (a) Explain Project Control and Objectives of Project control.

Or

- (b) Define Project Evaluation and the steps involved in Project Evaluation.

PART C — (1 × 15 = 15 marks)

16. (a) For a project of your choice prepare the cost and schedule estimation with a detailed risk management process.

Or

- (b) Prepare a detailed process control, monitoring, performance monitoring mechanism for a project of your choice.

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