



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management
Paper-18.a
Project Management

Dec 2017

DATE: 16 .12.2017

Time: 2.00 p.m. to 5.00 p.m.

INSTRUCTIONS :

MAX. MARKS: 100

Duration : 03 hrs.

1. From Part 'A', answer four questions (Compulsory). Each sub-question carries 01 mark. **Total: Marks 32**
2. From 'B', answer any 3 out of 5 questions. Each question carries 16 marks. **Total Marks: 48**
3. Part 'C', is a case study with sub questions (Compulsory) **Total Marks: 20**
4. Use of calculator and/or mathematical table is permitted. Graph sheet can be used wherever necessary.

PART A

(1 mark each Total = 32 marks)

Q.1. Indicate if the following statements are true or false

- i.) EVA is a better method of project management.
- ii.) International Trade Policy does not affect the project management.
- iii) A firm's competitive position depends on the bargaining power of buyers also.
- iv) A project operates in an environment and becomes part of it.
- v) Value addition is low, when raw materials to sales ratio in a manufacturing project is low
- vi.) A new decision is made when an organization is satisfied by the existing state.
- i.) Problem solving skills are essential to successful TQM
- viii.) DSS reports are generally not on variance analysis.

Q.2 Expand the following

8 marks

- a) GERT
- b) DPR
- c) PBP
- d) LOB
- e) ROI
- f) HOD
- g) PDM
- h) BCWS

Q.3. Match the following correctly

A

B

I	Concentric diversification	a	Law of synergy
ii.	Output of the system is always more than the combined output of its parts	b.	An investment strategy to widen the products range
iii.	Income elasticity of demand	c.	Direct assistance by state financial Institutions to new projects
iv	Planning phase of the project	d	The ratio of change in demand to change in income
V	Expenditure whether on capital or revenue is allowed as a deduction	e	Work Breakdown System
Vi	Project procurement	f	Includes project risk management
Vii	Detailed project report	g	Section 35 of the Income Tax Act
viii	Risk capital assistance	h	A vital function of project management

Q.4. Fill in the blanks

- (i) PERT is event oriented and CPM technique is _____
- (ii) _____ is an activity which does not consume time and resource
- (iii) Detailed project report follows the project _____
- (iv) Project control is taking corrective measures to resolve _____ between plan & performance
- (v) ISO14001 is an _____ standard.
- (vi) Maximax criterion is used for decision making under _____
- (vii) PERT and CPM are two important network diagram techniques for _____
- (viii) Variance is the difference between budgeted cost of work performed and _____ of work.

PART B

48 marks

(Answer any three. Each question carries 16 marks)

Q.5..Define project management. Describe briefly the difference between project and line management.

Q.6. Discuss the processes and role of project procurement in timely completion of projects.

Q.7. What is the difference in ISO 9000 and ISO 14000 series standards? Discuss the role of leadership and management in projects.

Q.8. Describe the distinction between PERT and CPM. Explain the system of three time estimates with an example.

Q.9 Write short note on (ANY TWO)

- a) Decision Support System
- b) Resource Analysis
- c) Project closure
- d) Future trends in project management

PART C **(Compulsory)**

20 marks

Q.10.

You have been assigned to a project risk team of 5 members. Because this is a first time your organization has formally set up a risk team for a project, it is hoped that your team will develop a process that can be used on all future projects. Your first team meeting is next Monday morning. Each team member has been asked to prepare for the meeting by developing, in as much detail as possible, an outline that describes how you believe the team should proceed in handling project risks. Each team member will hand out their proposed outline at the beginning of the meeting. Your outline should include but not be limited to the Team objectives, process for handling risk events, Team activities and Team outputs.

Q1) Project risks can be eliminated if the project is carefully planned, Explain?

Q2) What is the difference between avoiding a risk and accepting a risk?

Q3) How you face the Schedule risk? Explain.

Q4) Explain the measures to be taken to control risk.
