



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management - 3 years/Lateral
Paper-18.A Project Management

Dec 2019

DATE: 29.12.2019

MAX. MARKS: 100

Time: 2.00 p.m. to 5.00 PM

Duration : 03 hrs.

INSTRUCTIONS :

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)

(Compulsory)

Q.1 Expand the following

[8 marks]

- a) PLC b) DPR c) PERT d) LOB e)ROI f)NPV g)CPM h)BCWS

Q.2. Fill in the blanks. (Do not reproduce the sentence)

[8 marks]

- a) A new decision is made when an organization is not satisfied by the _____ state.
- b) PERT is event oriented and CPM technique is _____.
- c) Shorter the PBP _____ is the project.
- d) Variance is the difference between _____ and actual cost of work.
- e) A project must be completed within the given time and set of _____.
- f) The law of _____ states that the output of a system is always more than the combined output of its parts.
- g) GERT stands for _____ Evaluation and Review Techniques..
- h) _____ is an environmental friendly standard.

Q.3. State True or False (Do not reproduce the sentence) [8 marks]

- a) Dummy activity does not consume resources.
- b) Projects are investment for future benefits.
- c) Activities consume time.
- d) International Trade Policy does not affect the project management.
- e) DSS reports are generally not on variance analysis.
- f) Project is rejected when PBP less than standard PBP
- g) Project audit is a review process.
- h) Critical path is the shortest duration in the net work.

Q.4. Match A and B [8 marks]

A

- i. PDM
- ii. Slack
- iii. Budget
- iv. Project procurement
- v. Critical event
- vi. Risk management
- vii. Work break down system
- viii. Float

B

- a) A vital function of project management
- b) Planning phase of the project
- c) A part of detailed project report
- d) Event with zero float
- e) Activity
- f) Monetary statement of a plan
- g) Event
- h) Arrows connect two activities

PART B

48 marks

(Answer any three. Each question carries 16 marks)

Q.5. Describe the distinction between PERT and CPM. Explain the system of three time estimates with an example. [16 marks]

Q.6. a) Discuss the role of project procurement in timely completion of projects [8 marks]

b) What are the objectives of cost estimation? [8 marks]

Q.7. a) Discuss the various forms of project organizations. [8 marks]

b) Explain the techniques of crashing. [8 marks]

Q.8. Differentiate between [2x 8 =16 marks]

- a) Project management and line management
- b) ISO 9000 and ISO 14000 series standards

Q.9. Write short notes on any four [4 x4 =16 marks]

- a) Decision Support System
- b) Future trends in project management
- c) Steps in project closure
- d) Resource Analysis
- e) Project planning
- f) Project Control

PART C (compulsory)

20 marks

Q.10.

You have been told to lead 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.

Answer the following questions:

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

Q2) Explain the difference between avoiding a risk and accepting a risk.

Q3) How will you face the Schedule risk? Explain.

Q4) What measures will you take to control risk.
