

INDIAN INSTITUTE OF MATERIALS MANAGEMENT Post Graduate Diploma in Supply Chain Management & Logistics Post Graduate Diploma in Materials Management 2 years

PAPER No. 9

Dec 2019

Project Management

Date: 23.12.2019Max. Marks: 100Time: 10.00 a.m to 1.00 p.m.Duration: 3 Hrs.Instructions:Instructions:Total: 20 Marks1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark.Total: 20 Marks2. From Part B – Answer any 4 questions. Each question carries 20 marks.Total: 80 Marks

PART A

[Total 20 marks]

(Compulsory- each sub-question carries one mark)

Q. 1. Fill in the blanks. (Do not reproduce the statement) [5 marks]

- i) _____ is the stage in a team development when the team begins to work together.
- ii) _____ is an entity that contributes towards the achievement of project activities.
- iii) Least square method is also known as _____ projection.
- iv) The costs incurred in a project that do not contribute to project objectives are _____ costs.
- v) Project _____ is an uncertain event or occurrence that can have a positive or negative impac on a project.

Q. 2. State True or False. (Do not reproduce the statement). [5 marks]

- i) The set of boundaries that define the range of a project is project specification.
- ii) All types of projects are susceptible to risks.
- iii) Crashing is the reduction of project duration by deploying extra resources.
- iv) Net Present Value is the value at which cash inflow and cash outflow even each other out.
- v) Learning curve is mostly used for project resource allocation.

Q.3. Expand the following

[5 marks]

i) PMBOK ii) WBS iii) CPIF iv) EVM v) WACC

Q.4. Match A and B

[5 marks]

No.	A		В
1.	Resource loading	A	Process of assessing available resources for different activities
2.	Resource scheduling	В	The process of ensuring a constant requirement of resources
3.	Resource leveling	С	Processing and allocating organization resources to various project activities
4.	Resource allocation	D	Process of identifying quantifying and aggregating the amount of resources required
5.	Resource Management	E	Process of identifying quantifying and allocating resources in activities to optimize cost & duration

PART B

Answer any four out of the following six questions: (20 Marks each]

Q.5.	a) Explain project planning process.b) What are the factors involved in the market analysis?	[10 marks] [10 marks]
Q.6.	a) What is project budget? Explain.	[10 marks]
	b) Explain project risk management.	[10 marks]
Q. 7.	a) Explain the tools used for project control.b) Briefly explain the methods of project termination.	[10 marks] [10 marks]

Q.8. Differentiate between [any two] [2 x 10 = 20 marks]

- a) Direct cost and indirect cost
- **b)** Fixed contract and Cost reimbursable contract
- c) Feed forward control and feedback control
- d) Financial control and budgetary control

Q.9. Write short notes on any four [4 x 5 = 20 marks]

- a) Project Management Information System
- b) Project audit
- c) Skills of a project manager
- d) Matrix organization
- e) Learning curve
- **Q. 10**. A company is about to begin a project to design a production process for producing a new product. The activities, their precedence relationships, and their durations as estimated are tabulated below.

Activity	Activity description	Activity	Immediate
		duration	predecessor
а	Initial study of the product design	12	-
b	Primary process technology study	10	-
С	Vendor capability survey	8	-
d	Modification of facility for product design	14	b
е	Intermediate facility design	6	С
f	Intermediate product design	18	b, a
g	Specific process machinery design	11	d, e
h	Vendor involvement and integration	21	С
i	Final facility, product, process design	7	f, g

Questions:

- a) Construct the network diagram [5 marks]
- b) What is the critical path and estimated project duration?[8 marks]
- c) Compute early start, early finish, late start, late finish and float for each activities and present in a table. [7 marks]
