



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Logistics & SCM
Post Graduate Diploma in Materials Management - 2 years
PAPER No.9 (enrollment code –CPM, CPS)

Dec 2022

Project Management

Date : 16.12.2022
Time : 10.00 a.m to 1.00 p.m.

Max. Marks : 70
Duration : 3 Hrs.

Instructions:

1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark. **Total : 20 Marks**
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks. **Total :30 Marks**
3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions **Total: 20 Marks**

Part – A

[20 Marks]

(Attempt all questions. Each sub question carries 1 mark.)

Q1. State TRUE or FALSE - 1 Mark each (5 Marks)

1. Matrix organization is a combination of line and functional organizations.
2. A project can sustain with ambiguous objectives.
3. Internal project environment is impacted by external environment.
4. In line management budgeting and cost control are easier.
5. Critical activities do not have any direct impact on the project duration.

Q2. Fill in the Blanks - 1 Mark each (5 Marks)

1. _____ provides a basis for organizing the work and allocating responsibilities to individuals.
2. In project termination phase a project is handed over to customer for _____.
3. AON diagram is a _____ diagram method for communicating project plan.
4. People who inspire the project and derive benefits from the project are _____
5. The difference between earned value and planned value is _____ variance.

Q3. Expand the following abbreviations – 1 Mark each (5 Marks)

1. ADM
2. PMBOK
3. EMV
4. CV
5. CADD

Q4. Match the following in column A with those in column B - 1 Mark each (5 Marks)

Column A		Column B	
1	Project Risk Analysis	a	A look ahead
2	Project Plan	b	Two reporting structures
3	Changes to Environment	c	Capital Budgeting Exercise
4	Matrix team	d	Disagreement
5	Conflict	e	Environment Impact

PART B

[30 marks]

(Attempt any 3. Each question carries 10 marks)

- Q5. Distinguish between project and production management with examples. **[10 marks]**
- Q6. Explain important phases of project life cycle and limitations of Gantt charts in project management. **[10 marks]**
- Q7. What are the various method of evaluating project profitability. Discuss the pros and cons of each of the method. **[10 marks]**
- Q8. What are the different types of project organizations? Discuss each with its merits. **[10 marks]**
- Q9. Discuss the processes and techniques used in quality planning, quality assurance and quality control in projects. **[10 marks]**

Q. 10. Case study – Compulsory

Tim Aston had changed employers three months ago. His new position was project manager. At first he had stars in his eyes about becoming the best project manager that his company had ever seen. Now, he wasn't sure if project management was worth the effort. He made an appointment to see Phil Davies, director of project management.

Tim Aston: "Phil, I'm a little unhappy about the way things are going. I just can't seem to motivate my people. Every day, at 4:30 P.M., all of my people clean off their desks and go home. I've had people walk out of late afternoon team meetings because they were afraid that they'd miss their car pool. I have to schedule morning team meetings".

Phil Davies: "Look, Tim. You're going to have to realize that in a project environment, people think that they come first and that the project is second. This is a way of life in our organizational form."

Tim Aston: "I've continually asked my people to come to me if they have problems. I find that the people do not think that they need help and, therefore, do not want it. I just can't get my people to communicate more".

Phil Davies: "The average age of our employees is about forty-six. Most of our people have been here for twenty years. They're set in their ways. You're the first person that we've hired in the past three years. Some of our people may just resent seeing a thirty-year-old project manager".

Tim Aston: "I found one guy in the accounting department who has an excellent head on his shoulders. He's very interested in project management. I asked his boss if he'd release him for a position in project management, and his boss just laughed at me, saying something to the effect that as long as that guy is doing a good job for him, he'll never be released for an assignment elsewhere in the company. His boss seems more worried about his personal empire than he does in what's best for the company. "We had a test scheduled for last week. The customer's top management was planning on flying in for firsthand observations. Two of my people said that they had programmed vacation days coming, and that they would not change, under any conditions. One guy was going fishing and the other guy was planning to spend a few days working with fatherless children in our community. Surely, these guys could change their plans for the test".

Phil Davies: "Many of our people have social responsibilities and outside interests. We encourage social responsibilities and only hope that the outside interests do not interfere with their jobs. There's one thing you should understand about our people. With an average age of forty-six, many of our people are at the top of their pay grades and have no place to go. They must look elsewhere for interests. These are the people you have to work with and motivate. Perhaps you should do some reading on human behavior".

Questions

1. Discuss the problems faced by Tim Aston in his new company and possible team commitment procedures to be implemented.
2. What reasonable project management approach Tim Aston should implement for project turnaround?
