



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

July 2019

PAPER No. 9
Project Management

Date : 22.07 .2019
Time : 10.00 a.m to 1.00 p.m.

Max. Marks : 100
Duration : 3 Hrs.

Instructions:

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|---|-------------------------|
| 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 20 marks. | Total : 60 Marks |
| 3. Part C - Case study - Compulsory | Total 20 marks |

PART A **Total 20 marks**
(Compulsory- each sub-question carries one mark)

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

1. Project Management gives a clear project plan and direction for project execution.
2. A DPR does not highlight the feasibility of a project.
3. Time spent on a project activity is a non-storable resource.
4. 0/100 rule does not permit any budget allocation to a project till its completion.
5. Trend projection can be used to forecast demand qualitatively.

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

1. _____ analysis evaluates the internal and external elements that impact the project performance.
2. The technique that assigns costs to project activities based on their volume is ___ costing.
3. A future situation which may occur but cannot be predicted is _____.
4. People who inspire the project and derive benefits from the project are _____ stakeholder.
5. The difference between earned value and _____ value is schedule variance.

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

1. WBS 2. PMI 3. FNC 4. PMO 5. CPF

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

Column A		Column B	
1	A project plan	a	WBS
2	Smaller work packages chart	b	Two reporting structures
3	Pseudo code	c	A route map
4	Matrix team	d	Prevention of conflict
5	Team building	e	Design phase

PART B

[Total 60 marks]

Answer any three out of the following five questions: (20 Marks each)

- Q5.** Discuss the principals and advantages of project management.
- Q6.** Explain various tools of project management and techniques of project scheduling.
- Q7.** What do you understand by environmental analysis and discuss the factors affecting market information.
- Q8.** Define in detail different types of project costs and explain the steps in project risk management.
- Q9.** What do you understand by project monitoring and control? Explain project audit life cycle.

PART – C

20 marks

(compulsory)

Q.10 Read the case and answer the questions :

Barun Sinha (Barun), Area Manager at Drug Pharmz, a mid-sized pharmaceutical company in India, had been working with the company for three years and had developed a stable sales team in this time. Barun was happy with the fact that the team's sales performance was satisfactory and that it had seldom missed sales targets since he had joined the company. The team members shared a good relationship with Barun and he was satisfied with his job. However, a recent discussion he had with one of the senior Medical Representatives (MR) of the company jolted him out of his complacency and forced him to think about whether he was taking care of the developmental needs of his team members.

Barun now had to develop individual development plans for each of his team members and also work out how he would go about providing coaching to them on an ongoing basis.

Barun had total work experience of around 7 years in the pharmaceutical industry. Before joining Drug Pharmz, he had worked for four years between 2001 and 2005 with Medicines India, at its headquarters in Guwahati. His service record at Medicines India had been reasonably good. Since late 2003, he was being groomed for the position of Area Manager in that company. In 2017, when his boss Sunil Bora (Sunil) left the company, Barun felt that he stood a good chance of being promoted to the position of AM. However, to his disappointment, the company decided to recruit from outside.

But another opportunity soon came his way. Sunil, who had joined as the Regional Manager (RM) at Drug Pharmz, offered him the job of AM in that company. Barun was delighted with the offer. Not only was he getting the coveted promotion, but he could also continue working at Guwahati and that too under the guidance of Sunil with whom he shared a very good rapport.

Questions

- 1.** Discuss the problems faced by Drug Pharmz and sales conflicts of Barun. **10 marks**
- 2.** Suggest and explain a project management process for coaching a sales team by Drug Pharmz.

[10 marks]