

(3 Hours)

Marks : 80

- NB : (1) Question No.1 is Compulsory.
 (2) Attempt any three questions out of remaining five questions.
 (3) Assume suitable data if necessary
 (4) Figures to the right indicate full marks.
 (5) Notations carry usual meaning.

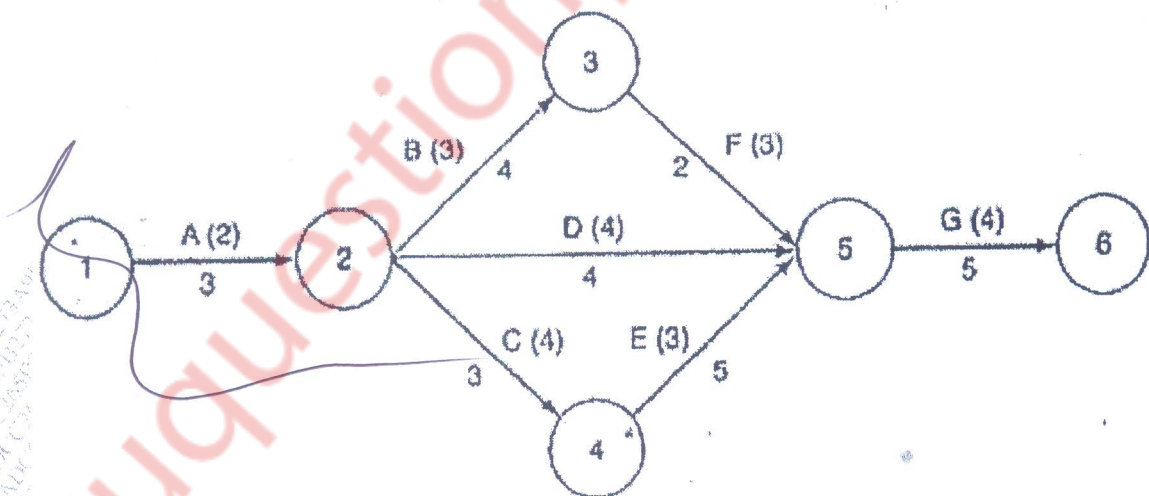
1. Write short notes on the following (any four)

- Top down and bottoms up budgeting
- Concurrent Engineering
- Role of Project Manager
- Triple constraints in project management
- Goldratt's Critical Chain Method

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2. (a) Following network shows a project having various activities in AOA format. Above the arrow the alphabet denotes the activity name and the number in parentheses denotes the number of crew members required for carrying out the activity. The number below the arrow indicates time duration.

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Draw a Gantt AOA chart from the above and construct a resource loading diagram. If the time duration of the project cannot be increased above 16 days how many minimum crew members are required in the team. If available crew members are only 7, how many days will be required to finish the project ?

- (b) Compare the Functional, Pure Project and Matrix organizations.

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3. (a) Explain project stage gate process of managing project life cycle. Explain how it helps top management in keeping project on right track. 10
- (b) What is a scope creep ? How does formal change control system works in project management ? 10
4. (a) A software development project at day 70 exhibits an actual cost of Rs.78,000/- and the scheduled cost of Rs. 84,000/-. The software manager estimates a value of completed work of Rs.81,000/-. What are the cost and schedule variances and CSI? Estimate the time variance assuming linear relation between time and cost. 5
- (b) What are the different ways of Closing a Project ? 5
- (c) What is a Risk breakdown structure? How the impact scales are defined for various project objectives ? 10
5. (a) How do project audit recommendations help the project ? What are types of project audits based on the depth of audit ? 10
- (b) Draw an Earned value chart and describe the three variances of it and explain their significance. 10
6. (a) Explain project management template with a sample template sheet. 10
- (b) What are four stages of team development and growth ? What are the barriers to team effectiveness ? 10
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