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| **Trim: Jan-Mar 2025****Maximum Marks: 50 Examination: ETE Exam Date: 01.04.2025 Duration: 3 Hrs** |
| **Programme code: 01****Programme: MBA** | **Class:** SY | **Trimester: VI** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: Operations** |
| **Course Code: 217P01C624**  | **Name of the Course: Project Management** |
| **Instructions:** 1. **Attempt any 5 questions out of 7 questions.**
2. **Make suitable assumptions wherever necessary.**
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| **Question No.** |  |  **Max.****Marks** |
| Q. 1 | Refer project schedule details provided in tabulated data and answer the questions provided below.

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| Activity | Predecessor | Time Estimate (Weeks) |
| Optimistic | Most Likely | Pessimistic |
| A | - | 4 | 5 | 12 |
| B | - | 1 | 1.5 | 5 |
| C | A | 2 | 3 | 4 |
| D | A | 3 | 4 | 11 |
| E | A | 2 | 3 | 4 |
| F | C | 1.5 | 2 | 2.5 |
| G | D | 1.5 | 3 | 4.5 |
| H | B, E | 2.5 | 3.5 | 7.5 |
| I | H | 1.5 | 2 | 2.5 |
| J | F, G, I | 1 | 2 | 3 |

1. Construct the schedule network diagram (Activity On Node).
2. Calculate variance of each activity.
3. Find the Critical Path and Project Completion Time in weeks.
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| Q. 2 (a) | Briefly explain various Project Development Life Cycles along with examples in each case. | 05 |
| Q. 2 (b) | Explain the concept of Power / Interest Grid in relation to Project Stakeholder Management. | 05 |
| Q. 3 | M/s Torrent Technologies is considering two projects viz. Project Shakti and Project Urja. Refer details provided below and answer the questions.

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|  | Project Shakti | Project Urja |
| Initial Investment (₹) | 2500000 | 1200000 |
| Expected Rate of Return (%) | 10% | 10% |
| Cash Flow Year 1 | 200000 | 180000 |
| Cash Flow Year 2 | 375000 | 225000 |
| Cash Flow Year 3 | 750000 | 625000 |
| Cash Flow Year 4 | 900000 | 850000 |

1. Calculate Net Present Value (NPV) of each project.
2. Which project should be selected based on NPV and why?
3. Briefly explain the concept of Time Value of Money.
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| Q. 4 (a) | Write short note on – Cost of Conformance and Cost of Non-Conformance in relation to Project Quality Management. Provide relevant examples in each case. | 05 |
| Q. 4 (b) | Briefly explain various Schedule Compression Techniques along with advantages and disadvantages of each. | 05 |
| Q. 5 | You are managing a critical project, and you are supposed to present the project updates to senior management next week. Refer the details provided in tabulated data and answer the questions.

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| Task ID | Planned Value (PV) | Actual Cost (AC) | % Completion |
| A | ₹ 180000 | ₹ 200000 | 100% |
| B | ₹ 75000 | ₹ 75000 | 75% |
| C | ₹ 95000 | ₹ 110000 | 80% |
| D | ₹ 86000 | ₹ 87000 | 60% |
| E | ₹ 89000 | ₹ 99000 | 90% |

1. Calculate Earned Value for each Task.
2. Calculate Schedule Performance Index (SPI) of the project.
3. Calculate Cost Performance Index (CPI) of the project.
4. Based on SPI and CPI values, what update would you provide to senior management regarding Schedule and Cost performance of the project?
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| Q. 6 (a) | Explain in detail the important aspects of Emotional Intelligence. Provide examples in each case. | 05 |
| Q. 6 (b) | Ajay and Suresh are part of your project team. On many occasions, you notice that both are reluctant to work with each other. Discuss various strategies of Conflict Management you can utilize to resolve the conflict among team members along with their advantages / disadvantages. | 05 |
| Q. 7 | You are managing a software development project for a bank. You are about to close the project, but the client requests the addition of a few features to the software. They are very important customers and very close to the project sponsor; hence you cannot reject the request. Accommodating the changes will cost ₹3.5 Lakh to your organization. 1. How would you handle this situation? Explain in detail Change Management Process in Project Management.
2. What is Scope Creep?
3. Discuss the effect of various Project Lifecycles on Project Scope Management.
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