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# B.M.S. College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

## June 2025 Semester End Main Examinations

**Programme: B.E.**

**Semester: V**

**Branch: EEE/ECE/MD/ETE/EIE**

**Duration: 3 hrs.**

**Course Code: 23ES5HSPMF**

**Max Marks: 100**

**Course: Project Management and Finance**

**Instructions:** 1. Answer any FIVE full questions, choosing one full question from each unit.  
2. Missing data, if any, may be suitably assumed.

			<b>UNIT - I</b>	<i>CO</i>	<i>PO</i>	<b>Marks</b>
<b>Important Note:</b> Completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages. Revealing of identification, appeal to evaluator will be treated as malpractice.	1	a)	How can a project be defined, and what are its key characteristics? Analyse and explain their significance.	<i>CO 2</i>	<i>PO 2</i>	<b>10</b>
		b)	Discuss on the categories of Project based on (i) industrial Project (ii)Speed of implementation	<i>CO 1</i>	<i>PO 1</i>	<b>10</b>
			<b>OR</b>			
	2	a)	Describe the phases of the project life cycle and explain their roles in ensuring project success.	<i>CO 1</i>	<i>PO 1</i>	<b>10</b>
		b)	What ethical leadership qualities should a project manager possess, and how do these qualities impact project outcomes? Analyse and discuss.	<i>CO 2</i>	<i>PO 8</i>	<b>10</b>
			<b>UNIT - II</b>			
	3	a)	A Project cost Rs 18,000.The estimated annual cash inflow is during its 3year life are Rs 8000, Rs 7000, Rs 6000. Find out the Pay Back Period? Discuss on Pay Back Period and can it be used to access the Project Profitability?	<i>CO 3</i>	<i>PO 11</i>	<b>08</b>
		b)	Why is it important to conduct a feasibility study? Enumerate the reasons with examples to support your answer.	<i>CO 2</i>	<i>PO 2</i>	<b>06</b>
		c)	Explain (i)Working Capital (ii) Operating Cost	<i>CO 1</i>	<i>PO 1</i>	<b>06</b>
			<b>OR</b>			
	4	a)	Discuss on the significance of Cost Estimate and the types of estimate made during the life cycle of a Project?	<i>CO 1</i>	<i>PO 1</i>	<b>08</b>
		b)	Baskar invested Rs. 1000 in his new business. Two years later he decided to sell his stocks of Rs. 1200. What will be the ROI for	<i>CO 3</i>	<i>PO 11</i>	<b>06</b>

		Baskar? Compare this method with Pay Back Period for Project Evaluation and Profitability?																			
	c)	Discuss on Fixing Zero Date for a Project	CO 2	PO 2	06																
		<b>UNIT - III</b>																			
5	a)	A project manager has just started building the team for a huge and complex project. The project manager is highly interested in having effective communication with their large team. What should the manager do to achieve this?	CO 2	PO 9	05																
	b)	Describe How should a project manager evaluate and address a vendor's request for a price change in a project contract due to increased price volatility?	CO 3	PO 11	05																
	c)	Identify the key contents of a well-structured tender document report for presenting a proposed project? Prepare a detailed list.	CO 2	PO 2	10																
		<b>OR</b>																			
6	a)	Alisa is a Project Manager. She is coordinating a bidder conference to allow vendors to get clarification on the work that needs to be performed. Which phase of Project Management is in progress. Show the sequence of event in a business Contract?	CO 2	PO 2	06																
	b)	A project manager with a directive behavioural orientation is leading a virtual team of software developers. The team is working on a complex project with a tight deadline. Discuss on what approaches should a team lead take to have a highly motivated and high-performing project team?	CO 2	PO 9	06																
	c)	Discuss Task Force Organization Structure with illustration	CO 1	PO 1	08																
		<b>UNIT - IV</b>																			
7	a)	Identify the Critical Path for the Project given the Project activity and duration. Show the CPM Network diagram. Determine the Earliest Start Time and Latest Completion Time for all the nodes. Determine the Project Completion Time.	CO 2	PO 2	10																
		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Activity</td><td>1-2</td><td>1-3</td><td>2-4</td><td>3-5</td><td>3-4</td><td>4-5</td></tr> <tr> <td>Duration</td><td>8</td><td>2</td><td>4</td><td>6</td><td>5</td><td>4</td></tr> </table>						Activity	1-2	1-3	2-4	3-5	3-4	4-5	Duration	8	2	4	6	5	4
Activity	1-2	1-3	2-4	3-5	3-4	4-5															
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	b)	Identify the advantages of Work Packaging Plan?	CO 1	PO 1	05																
	c)	Differentiate between PERT and CPM Method of Project Evaluation?	CO 2	PO 2	05																
		<b>OR</b>																			
8	a)	Identify the various classes of System	CO 2	PO 2	05																

	b)	<p>A Project is composed of seven activities whose time estimates are listed in the following table. Activities are simplified by this beginning (i) ones ending (j) Node member. Calculate expected project length. Draw the Network diagram and Determine the Critical Path, Earliest Start Time and Latest Completion Time for all the nodes.</p> <table border="1"> <thead> <tr> <th colspan="2">Activity</th><th colspan="3">Estimated Duration in Weeks</th></tr> <tr> <th>i</th><th>j</th><th>Optimistic</th><th>Most Likely</th><th>Pessimistic</th></tr> </thead> <tbody> <tr> <td>1</td><td>2</td><td>1</td><td>1</td><td>7</td></tr> <tr> <td>1</td><td>3</td><td>1</td><td>4</td><td>7</td></tr> <tr> <td>1</td><td>4</td><td>2</td><td>2</td><td>8</td></tr> <tr> <td>2</td><td>5</td><td>1</td><td>1</td><td>1</td></tr> <tr> <td>3</td><td>5</td><td>2</td><td>5</td><td>14</td></tr> <tr> <td>4</td><td>6</td><td>2</td><td>5</td><td>8</td></tr> <tr> <td>5</td><td>6</td><td>3</td><td>6</td><td>15</td></tr> </tbody> </table>	Activity		Estimated Duration in Weeks			i	j	Optimistic	Most Likely	Pessimistic	1	2	1	1	7	1	3	1	4	7	1	4	2	2	8	2	5	1	1	1	3	5	2	5	14	4	6	2	5	8	5	6	3	6	15	CO 2	PO 2	10
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	c)	Explain with illustration Work Breakdown Structure?	CO 1	PO 1	05																																													
		<b>UNIT - V</b>																																																
	9 a)	Define Capital Structure ? why is it important to design an appropriate capital structure for a business? Discuss its significance.	CO 1	PO 1	10																																													
	b)	Discuss Financial Closure Process ? State some challenges faced during the Closure Process ? What steps can be taken to improve the Closure Process	CO 2	PO 2	10																																													
		<b>OR</b>																																																
	10 a)	Discuss on Long Term Finances, their sources and importance of Long Term Financing?	CO 1	PO 1	06																																													
	b)	Explain Venture Capital highlighting its advantages ?	CO 1	PO 1	06																																													
	c)	Differentiate between Equity Shares and Preference Share?	CO 2	PO2	08																																													

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