

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

Autonomous Institute Affiliated to VTU

June 2024 Semester End Make-Up Examinations

Programme: B.E.

Branch: Industrial Engineering and Management

Course Code: 21IM8DCPRM

Course: Project Management

Semester: VIII

Duration: 3 hrs.

Max Marks: 100

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

UNIT - I

- 1 a) Illustrate the Phases of Project life Cycle with the help of project life cycle curve. **10**
b) "Project Visibility projects all the time to get an idea of the reality". Justify the statement with a conceptual model. **10**

UNIT - II

- 2 a) Illustrate the progress of project with various types of Estimates during the life-cycle of a project. **10**
b) A Project which requires an initial investment of Rs. 25000 would give a return of Rs. 10,000 in the first year, Rs. 8,000 in the second year, Rs. 6,000 in the third year, Rs. 4,000 in the fourth year and Rs. 2,000 in the fifth year. Find out the payback period. **10**

UNIT - III

- 3 a) "A Project Manager must make decisions to guide the actions of others". Is this his authority, justify the statement? **10**
b) "An alternative arrangement which clearly accords authority to the project manager and avoids disillusionment of either the project manager or the functional manager due to maloperation of the matrix is a task force". Explain this Concept. **10**

UNIT - IV

- 4 a) Project Scheduling typically includes various techniques. We need to use scheduling techniques in a project to align all its aspects so as to work corresponding to each other. Outline each technique. **10**
b) Monitoring and control processes continually track, review, adjust and report on the project's performance. Discuss on Project monitoring and Progressing Techniques. **10**

OR

- 5 a) "It is the team that is responsible for the project and most importantly the project manager that needs to be able to carry out effective controlling of the costs". Justify the statement with project cost control techniques. **10**

Important Note: Completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages. Revealing of identification, appeal to evaluator will be treated as malpractice.

- b) “Lack of communication was classed as the biggest contributor for project failure, so having open communication is essential and should be available to all project stakeholders”. Justify this statement using project communication techniques. **10**

UNIT - V

- 6 a) Key performance indicators (KPIs) in project management consist of various specific measurement tools for indicating how well teams are achieving specific goals. Explain the Performance indicators of Project Management. **10**
- b) A project audit is a formal review of a project, often intended to assess the extent to which project management standards are being upheld, discuss this Project Audit Process. **10**

OR

- 7 a) Closing out a project isn't just a matter of executing deliverables. It gives an opportunity to review and evaluate the project's success (or failure), which is crucial for planning and executing successful projects. Discuss this closure Process. **10**
- b) How often do projects fail or succeed and how can this be measured? **10**
Give your comment on failed projects and successful projects you know.
