



# BRAINWARE UNIVERSITY

Course – B. Com.

Project Management (BCMC 204)

(Semester – 2)

Time allotted: 3 Hours

Full Marks : 70

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

## Group –A

(Multiple Choice Type Questions)

10 x 1 = 10

- i) Which of the following statements regarding PERT times is **true**?
- a) Optimistic time estimate is an estimate of the minimum time an activity will require.
  - b) Optimistic time estimate is an estimate of the maximum time an activity will require.
  - c) The probable time estimate is calculated as  $t = (a + 4m + b)/6$ .
  - d) Pessimistic time estimate is an estimate of the minimum time an activity will require.
  - e) Most likely time estimate is an estimate of the maximum time an activity will require.
- ii) Which of the following statements regarding CPM is **false**?
- a) The critical path is the shortest of all paths through the network.
  - b) The critical path is that set of activities that has positive slack.
  - c) Some networks have no critical path.
  - d) All activities on the critical path have their LS equal EF.
  - e) All of the above are false.
- iii) Five attributes that characterize a project include:
- a) Purpose, repetition, interdependencies, consistency, uncertainty
  - b) Lifecycle, schedule, cost, uncertainty, independence
  - c) Performance, lifecycle, uniqueness, conflict, interdependencies
  - d) Purpose, lifecycle, conflict, certainty, independence
- iv) Which of the following statements is false in regards to projects?
- a) Projects have limited budgets.
  - b) Projects have life cycles.
  - c) On most projects, conflict does not exist.
  - d) Every project has some elements that are unique
- v) An important implication of the project lifecycle concept is that a project will resist termination of its existence: True/False

- vi) Which of the following statements regarding project management is **false**?
- a) Project organization works well when the work contains simple, independent tasks.
  - b) Gantt charts give a timeline for each of a project's activities, but do not adequately show the interrelationships of activities.
  - c) Project organization is most suitable for projects that are temporary but critical to the organization.
  - d) All of the above are true.
  - e) None of the above are true.
- vii) Which of the following statements regarding Gantt charts is **true**?
- a) Gantt charts are visual devices that show the duration of activities in a project.
  - b) Gantt charts give a timeline and precedence relationships for each activity of a project.
  - c) Gantt charts use the four standard spines of Methods, Materials, Manpower, and Machinery.
  - d) Gantt charts are expensive.
  - e) All of the above are true.
- viii) Should a company invest for a project with the following considerations?
- a) Yes as NPV is positive and IRR exceeds cost of capital.
  - b) Yes as NPV is positive and IRR is less than cost of capital.
  - c) No as NPV does not provide enough information.
  - d) No as IRR is higher than the cost of capital.
- ix) Which of the following statements regarding critical paths is **true**?
- a) The shortest of all paths through the network is the critical path.
  - b) Some activities on the critical path may have slack.
  - c) Every network has exactly one critical path.
  - d) On a specific project, there can be multiple critical paths, all with exactly the same duration.
  - e) The duration of the critical path is the average duration of all paths in the project network.
- x) Which of the following statements regarding CPM is **false**?
- a) The critical path is the shortest of all paths through the network.
  - b) The critical path is that set of activities that has positive slack.
  - c) Some networks have no critical path.
  - d) All activities on the critical path have their LS equal EF.
  - e) All of the above are false.

**Group – B****(Short Answer Type Question)****3 x 5 = 15****Answer any three Questions**

2. Explain objectives, scope and elements of Production Planning and Control (PPC).
3. Specify the Break-up of Cost of the Project, Rs 20 crore.
4. Elucidate your idea on Technical Feasibility Analysis of a Project.
5. How does the concept of NPV help a Project Manager in Decision making?
6. What do you understand by Critical Ratio Technique for sequencing of Jobs?

**Group – C****(Long Answer Type Question)****3 x 15 = 45****Answer any three Questions**

7. An Assembly consists of the following elements as follows:

Task	A	B	C	D	E	F	G	H	I	J	K	L
Immediate	Nil	A	B	B	B	B	C,D	G	E	I,F	H,I	K
Predecessor												
Task Time	12	6	6	2	2	12	7	5	1	4	6	7

The Production Rate required is one Assembly every 15 minute. Determine the minimum no of Workstations required so as to minimise Balance Delay. Also find out Balance Delay station-wise.

8. Explain the steps to manage Project Resources.

9. a) What is your idea on Financial Feasibility of a Project?

b) Today is Day 20 on the Production Control Calendar and 4 Jobs are in the following order. Determine the Critical Ratio for each job and assign Priority Rank.

Jobs	Due Date ( Days)	Lead Time Remaining ( Days)
A	28	8
B	26	2
C	24	2
D	30	12

10. a) What do you understand by Return on Investment?

b) Prepare a Format for Project Report for submission to appropriate authority for approval.