USN ☐☐☐☐☐☐☐☐☐☐

21ME651

Sixth Semester B.E. Degree Examination, June/July 2024
Project Management

Time: 3 hrs.   Max. Marks: 100

Note: *Answer any FIVE full questions, choosing ONE full question from each module.*

Module-1

1   a. Define project. Explain how projects are classified.   (10 Marks)
    b. Discuss the different knowledge areas identified by PMBOK.   (10 Marks)

OR

2   a. What are the different roles accomplished by the members of a project team? Explain.
                                                                                           (10 Marks)
    b. With a flow chart explain strategic planning and portfolio alignment.   (10 Marks)

Module-2

3   a. What is work breakdown structure? Explain any 3 formats of WBS.   (10 Marks)
    b. Explain the steps in defining the project scope.   (06 Marks)
    c. Write a note on LEAD and LAG.   (04 Marks)

OR

4   a. Explain the purpose of project schedule and elaborate on the historical development of project scheduling.   (10 Marks)
    b. Explain the two pass method to develop project schedules.   (10 Marks)

Module-3

5   a. Explain the abilities needed while resourcing projects.   (06 Marks)
    b. Discuss the project team composition issues to be considered while selecting team members.
                                                                                           (08 Marks)
    c. Explain various cost estimating techniques.   (06 Marks)

OR

6   a. Explain the DMAIC method for achieving quality improvement.   (10 Marks)
    b. Write a note on :
       Kick off project
       Risk response strategies.   (10 Marks)

Module-4

7   a. With a flow diagram, explain project supply chain management and discuss the components of SCM.   (10 Marks)
    b. Discuss on the different types of project procurement contracts.   (06 Marks)
    c. Write a note on make or buy decision.   (04 Marks)

OR

8   a. Briefly explain balanced scorecard approach.   (10 Marks)
    b. Elaborate on the reasons for terminating the projects early.   (06 Marks)
    c. Write a note on post project activities.   (04 Marks)

Module-5

9 a. Explain Fulkerson's rule for numbering the events in network diagram. **(08 Marks)**
   b. Write a note on AOA and AON diagrams. **(06 Marks)**
   c. Discuss the common errors in drawing networks. **(06 Marks)**

OR

10 a. Write a note on PERT and CPM. **(08 Marks)**
   b. A project has the following time schedule :

Activity	Time in months	Activity	Time in months
1 – 2	2	4 – 6	3
1 – 3	2	5 – 8	1
1 – 4	1	6 – 9	5
2 – 5	4	7 – 8	4
3 – 6	8	8 – 9	3
3 – 7	5	–	–

Construct PERT network and compute :
i) Total float for each activity
ii) Critical path and its duration. **(12 Marks)**

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