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Question Paper Code	13075
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MBA - DEGREE EXAMINATIONS, NOV / DEC 2024

Third Semester

Master of Business Administration

20MBO302 - PROJECT MANAGEMENT

Regulations - 2020

Duration: 3 Hours

Max. Marks: 100

**PART - A (10 × 2 = 20 Marks)**

Answer ALL Questions

- |   | <i>Marks</i> | <i>K-<br/>Level</i> | <i>CO</i> |
|---|--------------|---------------------|-----------|
| 1. Enumerate the key characteristics that differentiate a project from regular operations.              | 2            | K1                  | CO1       |
| 2. Define how competition acts as a driver for efficient project management.                            | 2            | K1                  | CO1       |
| 3. Infer three key components of a project plan.  | 2            | K2                  | CO2       |
| 4. Summarize the role of milestones in a project plan.  | 2            | K2                  | CO2       |
| 5. Interpret the key components of a project schedule.  | 2            | K3                  | CO3       |
| 6. Report why project scheduling is important in project management.                                    | 2            | K3                  | CO3       |
| 7. Infer the meaning of Earned Value Management (EVM).  | 2            | K2                  | CO4       |
| 8. Apply how project control differs from usual control processes.                                      | 2            | K3                  | CO4       |
| 9. Identify three key activities involved in the project closure process.                               | 2            | K3                  | CO5       |
| 10. Develop your view how inputs and ideas learnt in projects can be documented during project closure. | 2            | K3                  | CO5       |

**PART - B (5 × 13 = 65 Marks)**

Answer ALL Questions

- |   |    |    |     |
|---|----|----|-----|
| 11. a) Illustrate the stages of the Project Life Cycle and their significance in project management.                            | 13 | K2 | CO1 |
| <b>OR</b>   |    |    |     |
| b) Outline how models like NPV, IRR, and scoring models guide decision-makers in selecting projects.                            | 13 | K2 | CO1 |
| 12. a) Compare the top-down and bottom-up project estimation techniques. State the advantages and disadvantages of each method. | 13 | K2 | CO2 |
| <b>OR</b>   |    |    |     |
| b) Explain how to approach a situation where a project is behind schedule but has no flexibility in the deadline.               | 13 | K2 | CO2 |
| 13. a) Write how modern project management softwares can help in project scheduling.  | 13 | K3 | CO3 |
| <b>OR</b>   |    |    |     |
| b) For the below table data, examine the Critical path and project duration using PERT.   | 13 | K3 | CO3 |

Activity	Predecessor	Optimistic time	Most likely time	Pessimistic time
A	None	3	4	6
B	A	2	4	5
C	A	3	5	7
D	B	4	5	9
E	C	5	7	10

14. a) Illustrate the importance of documenting the project activities in project control in detail. 13 K4 CO4

**OR**

- b) Evaluate how technology and software tools enhance project control practices. 13 K4 CO4

15. a) Judge the impact of proper project closure on organizational learning and continuous improvement. 13 K5 CO5

**OR**

- b) Estimate the ethical considerations project managers should keep in mind when concluding a project. 13 K5 CO5

**PART - C (1 × 15 = 15 Marks)**

**(Compulsory)**

16. a) Green Horizon Inc., a developer dedicated to environmentally beneficial methods, set out to build a skyscraper with eco-friendly elements. The project had to manage a complicated supply chain, find sustainable materials, and comply with strict green building standards. The project manager partnered with suppliers who shared Green Horizon's dedication to sustainability and implemented a rigorous procurement procedure. Real-time insights into material delivery timetables were made possible by sophisticated project management software, which enabled proactive adjustments to prevent delays. To guarantee adherence to green building requirements, the project team worked closely with regulatory bodies during the building phase. Green Horizon was able to finish the skyscraper project on time and under budget. The building became a landmark for environmentally friendly construction methods after achieving its lofty sustainability targets. A successful and seamless execution was guaranteed by the project management team's emphasis on ethical sourcing and careful stakeholder communication. Using technology to manage the supply chain, focusing on responsible sourcing, and keeping lines of communication open with regulatory agencies are all important 15 K5 CO5

aspects of project management in sustainable building.

**Questions:**

1. Appraise the preparation of project schedule by Green Horizon to complete the project in time.
2. Assess how Green Horizon was successful in using environmentally-friendly products for the construction of the sky scrapper building.