

Code No: 781AG

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA I Semester Examinations, February/March - 2024

## PROJECT MANAGEMENT

Time: 3 Hours

Max.Marks:60

**Note:** This question paper contains two parts A and B. i) **Part- A** for 10 marks,  
ii) **Part - B** for 50 marks.

- Part-A is a compulsory question which consists of ten sub-questions from all units carrying equal marks.
- Part-B consists of **ten questions** (numbered from 2 to 11) **carrying 10 marks each**. Each of these questions is from each unit and may contain sub-questions. For each question there will be an “either” “or” choice, which means that there will be two questions from each unit and the student should answer either of the two questions.

## PART - A

(10 Marks)

- 1.a) What is a task in project management? [1]
- b) What is cost overrun? [1]
- c) What are operating risks? [1]
- d) Describe the purpose of feasibility study. [1]
- e) Define profitability index. [1]
- f) Define cost of capital. [1]
- g) What is a float? [1]
- h) What is a dummy activity? [1]
- i) Brief on role of project team in project management. [1]
- j) What do you mean by the term ‘stakeholder’ in project? [1]

## PART - B

(50 Marks)

- 2.a) How does a systems approach help formulate project structure? [5+5]
- b) Bring out the differences between modernization projects and maintenance projects. [5+5]

OR

- 3.a) Describe briefly various phases of a project life cycle. [5+5]
- b) Brief on project management practices in public sector. [5+5]

- 4.a) What is the focus of social cost-benefit analysis? For which projects it is of major concern? [5+5]
- b) What is Little Merrilee’s approach of project appraisal? [5+5]

OR

- 5.a) How would you establish commercial feasibility of a project? [5+5]
- b) What are the essentials of technology appraisal? [5+5]

6.a) At the time of his retirement Mr. X, a project employee, is given a choice between two alternatives; i) annual pension of 1,00,000 as long as he lives, and ii) lump sum payment of Rs.6,00,000. If Mr. X expects to live for 15 years more, and the rate of interest is 12%, which alternative should he select?

b) Describe the project evaluation techniques. [5+5]

**OR**

7.a) Define payback period. What are the merits and demerits of payback period for financial appraisal of the project?

b) What is internal rate of return? Why do IRR and NPV approach sometimes lead to different conclusions in project financial appraisal? [5+5]

8. From the following information about a project,

ACTIVITY	Duration in weeks		
	Optimistic	Most likely	Pessimistic
1—2	1	2	7
1—3	2	4	7
1—4	2	2	8
2—5	1	1	1
3—5	2	5	10
4—6	3	5	7
5—6	4	6	15

a) Draw the project network.

b) Find the expected duration and variance for each activity.

c) Find the critical path. [3+4+3]

**OR**

9.a) What is the scope of network applications?

b) Briefly discuss the importance of quality management in project planning and implementation. [5+5]

10.a) What are the causes of a stress in a project team?

b) What are the differences between an effective and an ineffective team? [5+5]

**OR**

11. What is a matrix organization structure? What is a taskforce organization structure? Distinguish between the two. [10]

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