

GUJARAT TECHNOLOGICAL UNIVERSITY

BE - SEMESTER-VIII (OLD) EXAMINATION – WINTER 2018

Subject Code: 182506

Date: 29/11/2018

Subject Name: Managing Projects

Time: 02:30 PM TO 05:00 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1 (a)** List of activities for erecting a canteen in a factory is given below. Draw the AOA network and identify critical path. **10**

Activity	Precedence activity	Normal Duration
A	-	5
B	A	6
C	A	4
D	D	5
E	C, D, E	3

Draw AOA network. Calculate EST, EFT, LST, LFT and total float for each activity. Also find the critical path and project duration.

- (b)** Differentiate between PERT and CPM. **04**

- Q.2 (a)** What is RACI matrix? Discuss its usefulness to project manager. **07**
(b) Discuss EVA for project control. **07**

OR

- (b)** Discuss matrix organization structure for project. How it is different from project type organization structure? **07**

- Q.3 (a)** "Project control should always focus on critical path." Comment. **07**
(b) Discuss Time-Cost Tradeoff for scheduling of the project. **07**

OR

- Q.3 (a)** Consider a project as follows. Draw AOA network, determine expected project duration. What is the probability that the project will be completed in expected project duration? **07**

Activity	A	B	C	D	E	F	G	H
Immediate Predecessor	-	A	A	C	B, C	B, C	C	D, E
Optimistic Time	2	0.5	1	1	6	3	1	4
Most Likely Time	2	2.5	1.5	2.5	7	4	2	6
Pessimistic	8	7.5	11	7	8	11	3	8

- (b)** What are some potential problems with top-down and bottom-up budgeting processes? What are some ways of dealing with these potential problems? **07**

- Q.4 (a)** Discuss Critical Chain Project Management (CCPM) **07**
(b) Discuss Work Breakdown Structure (WBS) with an example. **07**

OR

- Q.4 (a)** What is resource loading? How does it differ from resource leveling? **07**
(b) Differentiate between general management and project management. **07**

- Q.5 (a)** Discuss various skills to be considered in the selection of a project manager. **07**
(b) Discuss the trade-off among the three prime objectives of project management. **07**

OR

- Q.5 (a)** List and briefly describe the ways projects may be terminated. **07**
(b) What is Project? Discuss Project Life Cycle in detail. **07**
