DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

III SEMESTER

BA5028 – PROJECT MANAGEMENT

Regulation – 2017

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DEPARTMENT OF MANAGEMENT STUDIES
QUESTION BANK

SUBJECT	: BA5028 – PROJECT MANAGEMENT
SEM / YEAR	: III Semester / II Year

UNIT – I – INTRODUCTION TO PROJECT MANAGEMENT

SYLLABUS: Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is Project Management?	Level 1	Remembering
2.	Outline the various phases in Project Management	Level 2	Understanding
3.	Write down the goals of Project Management?	Level 3	Applying
4.	Can you outline the constraints in Project Management?	Level 4	Analysing
5.	Identify the various roles of Project Manager	Level 5	Evaluating
6.	In your opinion what are the challenges for a Project Manager ?	Level 6	Creating
7.	What is meant by Project Life Cycle ?	Level 1	Remembering
8.	List the various stages in a Project Life Cycle.	Level 2	Understanding
9.	Describe Project Formulation	Level 3	Applying
10.	Identify the crucial steps in Project Implementation Phase	Level 4	Analysing
11.	How are projects different from other ventures?	Level 5	Evaluating
12.	Write short note on Sensitivity Analysis.	Level 6	Creating
13.	What are the objectives Project Planning and Design?	Level 1	Remembering
14.	How would you select a Project Manager?	Level 2	Understanding
15.	What is Project Team?	Level 3	Applying
16.	Define Portfolio Process.	Level 4	Analysing
17.	Outline the responsibilities for Project Teams	Level 1	Remembering
18.	What are the advantages of Project Portfolio?	Level 2	Understanding
19.	Explain the need for Project Control	Level 3	Applying
20.	Differentiate between Project and Operations Management	Level 4	Analysing

PART- B			
S.NO	**QUESTIONS**	**BT LEVEL**	**COMPETENCE**
1.	i)Write a detailed note Project Management. **(5 Marks)**	Level 1	Remembering
	ii)State the importance of Project Management. **(8 Marks)**	Level 1	Remembering
2.	Discuss the technical and socio- cultural dimensions of the project management process.	Level 2	Applying
3.	i) Discuss the role of Project Manager **(5 Marks)**	Level 3	Applying
	ii)Discuss the skills required for a Project Manager **(8 Marks)**		
4.	Discuss the various selection methods used in the projects suitable example	Level 4	Analysing
5.	Project Management role has increased in stature and influence in many organizations. Why?	Level 5	Evaluating
6.	Write a detailed note on the various steps involved in Project Formulation	Level 1	Remembering
7.	Give a detailed outline on the role of Project Teams	Level 2	Understanding
8.	i) Discuss as to what constraints do you see in Project Management. **(5 Marks)**	Level 3	Applying
	ii)Elucidate how the constraints in Project Management would affect the success of a Project. **(8 Marks)**	Level 3	Applying
9.	Explain the need for Project Control.	Level 4	Analysing
10.	Elaborate on the various roles, responsibilities and selection of a project manager.	Level 1	Remembering
11.	Elaborately discuss the phases of project management life cycle.	Level 2	Understanding
12.	i) Discuss the objectives of Project Portfolio Process. **(5 Marks)**	Level 3	Applying
	ii) Discuss the functions of Project Portfolio Process. **(8 Marks)**		
13.	Explain in detail the project selection methods used today.	Level 4	Analysing
14.	i)How should a Project Manager be selected? **(5 Marks)**	Level 5	Creating
	ii)How will this affect the success of the Project? **(8 Marks)**		

PART - C

S.NO	QUESTIONS
1.	Based on your understanding suggest the preliminary considerations to be used in the initial screening of projects.
2.	Lakshya Consulting is a established marking research firm primarily focused on automobile industry. In a recent convention, the CEO Mr. Pramod has won a proposal from a Swedish Automobile manufacturer to do a preliminary study on entering Indian market for their consumer car segment. The CEO is setting up a new team of handle this project. What suggestions would you like to share with Mr. Pramod in selecting a project team and a project manager for this new project?
3.	What are the various avenues for pursuing project ideas?
4.	What are the points consider for good project design management?

UNIT – II – INTRODUCTION TO PROJECT MANAGEMENT

SYLLABUS: The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management

PART- A			
S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is Project Planning?	Level 1	Remembering
2.	What are the steps involved in Project Planning?	Level 2	Understanding
3.	List the factors affecting Project Plan.	Level 3	Applying
4.	Can you explain Conceptual Plan?	Level 4	Analysing
5.	List the various types of Plans	Level 5	Evaluating
6.	What is a Plan Document?	Level 6	Creating
7.	Why is work breakdown structure needed in projects?	Level 1	Remembering
8.	List the various stages involved in Planning Process.	Level 2	Understanding
9.	What is Multidisciplinary Team?	Level 3	Applying
10.	How would you explain Cost Estimate?	Level 4	Analysing
11.	Explain Budget Uncertainty?	Level 5	Evaluating
12.	List the steps in preparing your project budget	Level 6	Creating
13.	What is project risk?	Level 1	Remembering

14.	Differentiate between a Plan Document and Statement of Work.	Level 2	Understanding
15.	Explain Risk Management	Level 3	Applying
16.	State the objectives of Cost Estimations	Level 4	Analysing
17.	What is project cost management?	Level 5	Remembering
18.	What are the risks associated with project planning?	Level 6	Creating
19.	What is meant by Uncertainty? List the ways of managing uncertainty.	Level 1	Remembering
20.	Define Chaos	Level 2	Understanding

<table>
<tr><td colspan="4" align="center">PART- B</td></tr>
<tr><td>S.NO</td><td align="center">QUESTIONS</td><td>BT LEVEL</td><td>COMPETENCE</td></tr>
<tr><td>1.</td><td>Explain the steps involved in project planning.</td><td>Level 1</td><td>Remembering</td></tr>
<tr><td>2.</td><td>Explain the concept of Work Breakdown Structure and the process involved in it.</td><td>Level 2</td><td>Understanding</td></tr>
<tr><td rowspan="2">3.</td><td>i) What is meant by Multidisciplinary Team?   (5 Marks)</td><td rowspan="2">Level 3</td><td rowspan="2">Applying</td></tr>
<tr><td>ii) Elaborate the role of Multidisciplinary Team in Project Planning Process.   (8 Marks)</td></tr>
<tr><td>4</td><td>Explain the concept of Budget Uncertainty and the various measures in managing Uncertainty in Projects</td><td>Level 4</td><td>Analysing</td></tr>
<tr><td>5</td><td>What are the Golden Rules in Project Risk Management?</td><td>Level 5</td><td>Evaluating</td></tr>
<tr><td>6</td><td>List out and explain the components of capital cost.</td><td>Level 6</td><td>Creating</td></tr>
<tr><td rowspan="2">7.</td><td>i) Briefly explain Project Budget and its importance.

(5 Marks)</td><td>Level 1</td><td>Remembering</td></tr>
<tr><td>ii) Explain the steps involved in framing a Project Budget.
(8 Marks)</td><td>Level 1</td><td>Remembering</td></tr>
<tr><td>8.</td><td>Compile the objectives of Cost Estimation and Improvement.</td><td>Level 2</td><td>Understanding</td></tr>
<tr><td rowspan="2">9.</td><td>i)Describe the concept of Risk Mitigation.   (7 Marks)</td><td rowspan="2">Level 3</td><td rowspan="2">Applying</td></tr>
<tr><td>ii)Outline the benefits of Risk Management Plan. (6 Marks)</td></tr>
<tr><td>10.</td><td>Explain the stages of Project Planning. What are the different tools of project planning?</td><td>Level 4</td><td>Analysing</td></tr>
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11.	i) Explain the Concept of Risk Management Framework. **(7 Marks)**	Level 5	Evaluating
	ii)Discuss the various Process groups in Risk Management **(6 Marks)**		
12.	i)Discuss as to how a Work Breakdown structure helps in Project planning. **(9 Marks)**	Level 6	Creating
	ii)State the important considerations in drafting a WBS. **(4 Marks)**		
13.	Explain the steps involved in creating a project budget. What are the uncertainties associated with budget ?	Level 1	Remembering
14.	What are the Tools and Techniques used in managing the projects? Explain in detail.	Level 2	Understanding

PART - C	
S.NO	**QUESTIONS**
1	You have been asked to launch a relief operations for earth quake victims. Outline the steps you will take to execute the work. Give the work breakdown structure , the kind of team you will assemble, the uncertainty and risks you are likely to face, how you will control the project and how you will manage the conflict during the efforts.
2.	Draft a Work Break Down Structure with a detailed explanation of project milestones for a Construction Project.
3.	You have been asked to launch a clean the city campaign under swatch Bharat initiative. Outline the steps you will take to execute the work. Give the work breakdown structure ,the kind of team you will assemble, the uncertainty and risks you are likely to face, how you will control the project and how you will manage the conflict during the efforts.
4.	Explain the significance of risk analysis in drafting a Project Plan.

UNIT – III – SCHEDULING & RESOURCE ALLOCATION PERT & CPM

SYLLABUS: PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project- Resource loading and leveling, Allocating scarce resources – Goldratt's Critical Chain

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is meant by PERT?	Level 1	Remembering
2.	What is meant by CPM?	Level 2	Understanding
3.	Distinguish between PERT and CPM.	Level 3	Applying
4.	What is meant by resources scheduling?	Level 4	Analysing

5.	Explain the term Scheduling	Level 5	Evaluating
6.	Differentiate between Resource Loading and Resource leveling	Level 6	Creating
7.	What is meant by Project Simulation?	Level 1	Remembering
8.	How would you explain Critical Chain?	Level 2	Understanding
9.	Define crashing.	Level 3	Applying
10.	How does Project Uncertainty affect project completion?	Level 4	Analysing
11.	Outline the concept of Gantt Charts	Level 5	Evaluating
12.	How does expediting help in Project Completion?	Level 6	Creating
13.	What are the challenges in Resource loading and leveling?	Level 1	Remembering
14.	How does resources leveling affect the critical path?	Level 2	Understanding
15.	How do you allocate Scare Resources?	Level 3	Applying
16.	What are the objectives of Goldratt's Critical Chain?	Level 4	Analysing
17.	How Simulation help in Project Management?	Level 5	Remembering
18.	Explain Linear Programming	Level 6	Creating
19.	Why is Field Expediting required?	Level 1	Remembering
20.	What are the differences between Linear and Parallel Activities?	Level 2	Understanding

PART- B			
S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	i)What is the PERT? **(4 Marks)** ii) Explain the steps in framing a PERT Network? **(9 Marks)**	Level 1	Remembering
2.	i) How would you compute a Critical Path? **(7 Marks)** ii) Discuss with suitable example, how would CPM help in project completion? **(6 Marks)**	Level 2	Understanding
3.	Explain the concept of Project Uncertainty with a detailed note.	Level 3	Applying
4.	Elucidate the benefits and objectives of Project Simulation.	Level4	Analysing
5.	Give a detailed analysis on Project Expediting and its implications	Level 5	Evaluating
6.	Enumerate the steps involved in allocation of Scare Resources.	Level 6	Creating

7.	How would you handle Resource Loading and Resource Leveling? Explain the steps of resource leveling algorithm.	Level 1	Remembering
8.	Explain the different methods used in Project Scheduling. Elaborate any one method in detail.	Level 2	Understanding
9.	i) Discuss the concept of Goldratt's Critical Chain. **(5 Marks)**	Level 3	Applying
	ii) Discuss Goldratt's Critical Chain in allotment of resources in a project. **(8 Marks)**	Level 3	Applying
10.	Explain the principles of Goldratt's Critical Chain Project Management and the three buffers suggested by him.	Level 4	Analysing
11.	Write a detailed note on the importance of Project Scheduling and Resource Allocation.	Level 5	Evaluating
12.	Discuss the procedure of CPM Analysis with the help of a simple example	Level6	Creating
13.	i)What is the use of crashing in project management? **(7 Marks)**	Level 1	Remembering
	ii)What are the implications of project crashing? **(6 Marks)**		
14.	Explain the use of GANTT Chart in projects with an example. How does crashing help in project completion ?	Level 2	Understanding

PART - C	
S.NO	**QUESTIONS**
1.	A project schedule has the following charaterististics: |Activity:|1-2|1-3|2-4|3-4|3-5|4-9|5-6|5-7|6-8|7-8|8-10|9-10
---	---	---	---	---	---	---	---	---	---	---	---	---
Duration:	4	1	1	1	6	5	4	8	1	2	5	7	 a. Compute the network b. Compute E and L for each event and c. Find the critical path
2.	The following time cost table applies to a project. Use it to arrive at the network associated with completing the project in minimum time at minimum cost. 	Activity	Normal		Crash	
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	Time	Cost	Time	Cost
1-2	2	800	1	1400
1-3	5	1000	2	2000
1-4	5	1000	3	1800
2-4	1	500	1	500
2-5	5	1500	3	2100
3-4	4	2000	3	3000	

3-5	6	1200	4	1600
4-5	3	900	2	1600

3. The following table gives data on normal time and cost, crash time and cost for a project.

    I.   Draw the network and identify the critical path.

    II.   What is the normal project duration and associated cost?

   III. Find out Total Float for each activity.

   IV. Crash the relevant activities systematically and determine the optimum project time and cost.

Activity	Normal		Crash	
	Time (Week)	Cost (Rs.)	Time (Week)	Cost (Rs.)
1-2	3	300	2	400
2-3	3	30	3	30
2-4	7	420	5	580
2-5	9	720	7	810
3-5	5	250	4	300
4-5	0	0	0	0
5-6	6	320	4	410
6-7	4	400	3	470
6-8	13	780	10	900
7-8	10	1000	9	1200
		4220		

Indirect Costs are Rs.50 per Week

4. Consider the data and draw the Gantt-Chart for scheduling the critical and non –critical activities.

Sl.No	Activity	Immediate Predecessor	Durations in months
1	A	-	6
2	B	-	`10
3	C	-	11
4	D	-	9
5	E	B	5
6	F	E	8
7	G	C	12
8	H	A,F	8
9	I	E	7
10	J	D,G	4

UNIT – IV – CONTROL AND COMPLETION

SYLLABUS: The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is meant by P-M-C Cycle?	Level 1	Remembering
2.	List the objectives of Data Collection.	Level 2	Understanding
3.	Explain Data Reporting.	Level 3	Applying
4.	What is project control cycle?	Level 4	Analysing
5.	What is meant by Project Evaluation?	Level 5	Evaluating
6.	State the importance of project auditing.	Level 6	Creating
7.	What is meant by Project Termination?	Level 1	Remembering
8.	Differentiate between Project Evaluation and Project Control.	Level 2	Understanding
9.	What is meant by Control System?	Level 3	Applying
10.	Differentiate between Primary Data and Secondary Data.	Level 4	Analysing
11.	Can you list the advantages of Project Audit?	Level 5	Evaluating
12.	Evaluate the limitations of Project Control.	Level 6	Creating
13.	Why do Organizations terminate a Project?	Level 1	Remembering
14.	How would you explain Net Present Value?	Level 2	Understanding
15.	Can you elaborate the various methods of Project Termination?	Level 3	Applying
16.	What are the critical factors for Project Success?	Level 4	Analysing
17.	Why is Project Evaluation important?	Level 5	Remembering
18.	Specify two problems faced during audits of projects.	Level 6	Creating
19.	What could be the common reasons for Project Termination?	Level 1	Remembering
20.	What would happen if Project Evaluation fails?	Level 2	Understanding

PART- B

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Describe the plan monitor control cycle used in projects.	Level 1	Remembering
2.	i) What is the need for Project Control? **(5 Marks)** ii) Discuss the considerations in framing a control plan. **(8 Marks)**	Level 2	Applying
3.	What are the costs associated with the projects? How they are controlled?	Level 3	Analysing
4.	i) Explain Project Auditing. **(5 Marks)**	Level 4	Remembering
	ii) Discuss the process involved in Project Audits. **(8 Marks)**	Level 4	Remembering
5.	i) How would you differentiate Project Audit and Project Termination? **(5 Marks)** ii) Discuss the various methods of Project Termination. **(8 Marks)**	Level 5	Understanding
6.	Evaluate the various approaches to Data Collection.	Level 6	Creating
7.	i) Explain the various methods of Project Auditing? **(7 Marks)** ii) Discuss the various types of Project Audit. **(6 Marks)**	Level 1	Remembering
8.	How does Organization benefit from Project Evaluation? Explain	Level 2	Understanding
9.	Explain the various effective control system available for project control.	Level 3	Applying
10.	Explain the Project Control Framework	Level 4	Analysing
11.	State and explain the reasons for common project failures.	Level 5	Evaluating
12.	i) Explain the steps involved in project evaluation. **(7 Marks)** ii) Discuss the difficulties involved in evaluating a project **(6 Marks)**	Level 6	Creating
13.	Explain the steps followed during audits of projects.	Level 1	Remembering
14.	Explain the tools and techniques available for Project Evaluation	Level 2	Applying

PART - C	
S.NO	QUESTIONS
1.	Supreme Engineering Limited was engaged in light engineering manufacturing both customized products as well as standardized products. It had a workforce of 5000 personnel of different categories. Each major function was headed by chief manager concerned. The

human resource functions were directly under the control of chief manager - personnel. The company has undertaken human resource planning in an integrated way with a view to provide the right number of employees with the right talents and skills at the right time to perform activities. For manning various positions in engineering, the company adopted the policy to recruit directly at two BTLs engineering graduates as engineer trainees and engineering diploma holders as chief draftsmen / junior engineers. The engineer trainees used to be absorbed as assistant engineers after one year of training. The company also adopted the practice of filling half of the positions of assistant engineers from internal promotes, generally from draftsmen / junior engineers. Generally, a junior engineer used to be promoted as assistant engineer after 4-5 years of service. In order to assess its man power needs, the company used to consider the following factors:

        1) Corporate growth plan

        2) Actual position sanctioned in a category

        3) Actual number of persons available

        4) Number of persons to be promoted to and from, that category

        5) Employee turnover and retirement

        6) Surplus of employees, if any

        7) Any other special consideration

        8) Details of previous recruitment and selection

The personnel department of the company used to compile the information from its four manufacturing units as well as five zonal marketing offices. The compiled information was analyzed and actual number of vacancies to be filled by direct recruitment was worked out. Thereafter, the recruitment process was initiated. During 2006-07, an advertisement was inserted for twelve positions of engineer trainees and applications were called for. The company called the applicants for interview at its corporate office. One day prior to the interview, one of the outside interviewers paid a courtesy call to the chief manager – personnel. Before that he did not see the relevant papers for the number of recruits. He found that the number of vacancies was overestimated and the actual requirement was much lower. He felt that if all the twelve positions were filled up, it would create discontentment among the existing staff as they would perceive reduced chances of their promotion. The assistant personnel manager offered an explanation that the number of vacancies had been worked out as follows. The chief manager – personnel did not feel convinced with the figures and pointed out that only eight engineers were recruited last year.

        1) Sanctioned posts 40

        2) Actual employed 34

        3) To be promoted upward 6

        4) To be promoted from below 10

        5) Expected turnover 8

        6) Actual requirement 10

Questions

     a. What were the reasons for such a situation in the company?   (8 Marks)

        (8Marks)

     b. How effective was the human resource planning in the company?

                                           (7 Marks)

        (8Marks)

| 2. | LRI is an organization having the ability to design and orchestrate change for their clients. Many clients of LRI achieved significant improvements in service BTLs, financial performance and retention of key employees. When the organization began an engagement in the year 2005 for a client it found mistrust of management, poor morale and lack of organization goals in the client office. The head of the client organization told he wanted three things. 1) to make managers to be effective in motivation 2) to improve morale and reduce the exodus of key employees and 3) to improve performance in delivering the services. LRI's consulting team, which consisted of four people for this engagement, saw this is an opportunity to apply the model of change at three BTLs.

    9) Strategically helping it to develop a long-range plan and related performance measures.

    10)   At the individual BTL helping its managers become more effective leaders and

    11)   At the process BTL helping the organization to increase the effectiveness of efficiency.

LRI's model of change says there are five key factors of success.

    1) a vision for the future combined with a clear, compelling rationale for making the change.

    2) champions at the top that is willing to commit time and energy to the process.

    3) resources to hire people to guide the process and provide expertise

    4) engagement of staff and stake holders to build support and

    5) good communication throughout to keep people informed, manage expectations and clarify roles and responsibilities.

The head of the client organization occupied a position that was political and thus subject to election cycles and committed to long term nature of work.

LRI used six rings model guided the director of the client organization plus six person leadership team. LRI focused on strategic issues like what is your vision? What is your purpose? and what outcome you want to achieve? The client organization Director said the vision was to make organization more effective and reducing turnover of key employees. LRI prepared a roadmap and started to focus on the managers. Fifteen managers got leadership coaching and series of leadership workshops conducted. In 2006, straight talk workshops conducted to make them productive in communication. The managers learned how to manage difficult conversation. A third workshop 'The leader as coach' provided more opportunity for interactive learning. People learned on one-on-one communication. The final workshop focused on the five habits of highly effective teams. Participants learned the five rings of the team effectiveness. Then LRI engaged all managers and employees in the process. Several months after completion of this work , the client organization director called, LRIs president, Eric Douglas, "I have great news", "we have been named one of the best organizations in the united states to work". Thank you for all you did.

Questions

    i)   What was the condition existed in the client organization and what it looked for?   (8 Marks)

        (8Marks) |
|---|---|

	ii) Is LRI succeeded in change management? If so what steps it adopted in sequence? (7 Marks) (8Marks)
3.	Dorale Products was undergoing favorable growing pains. was good. New product development was viewed as the driving force for the company's future growth. The company was now spending significantly more money for new product development, yet the number of new products reaching the market place was significantly less than in prior years. Also, some of the products reaching the market place were taking longer than expected to recover their R&D costs, while others became obsolete too quickly. Management recognized that some sort of structured decision-making process had to be put in place whereby management could either cancel a project early before massive resources were committed or redirect efforts to different objectives. David Mathews was assigned as the project manager in charge of developing a new product development (project management) methodology for Dorale Products. David understood the benefits of a project management methodology, especially as a structured decision-making process. It would serve as a template or a repetitive process such that project success could be incurred over and over again. The methodology would contain sections for project scope definition, planning, scheduling, and monitoring and control. There would also be a section on the role of the project manager, line managers, and executive sponsors. To make the project management methodology easy to use and adaptable to all projects, the methodology would be constructed using forms, guidelines, templates, and checklists rather than the more rigid policies and procedures. This would certainly lower the cost of using the methodology and make it easier to adapt to a multitude of projects. The project managers could then decide whether to implement the methodology on an informal basis or on a more formal basis. The first draft of the new methodology was completed and ready for review by the vice president (VP) of operations who had been assigned as the project sponsor. After a review of the methodology, a meeting was held between the sponsor and the project manager (PM). VP: "I have read over the methodology. Is it your expectation that the methodology should be used on every project?" PM: "We could probably justify using the methodology on every project. This would give us a really good structured decision-making process." VP: "Using the methodology is costly and perhaps not all projects should require the use of the methodology. I can rationalize the use of the methodology on a Rs. 5,00,00,000 project. But what if the project is only Rs. 25,00,000 or Rs. 50,00,000? What if the project is 30 days in length rather than our usual 6- to 12- month effort?" PM: "I guess we need to define the threshold limits on when project management Should be used." VP: "I have a concern that we should define not only when to use project management but also what a project is. If an activity remains entirely in one functional area, is it still a project according to your definition? Should we also define a threshold limit on how many functional departments must be involved before we define an activity as a project?" PM: "I'll go back to the drawing board and get back to you in a week or so." **Questions:** 1. What is a reasonable definition of a project? (4 Marks) (4Marks) 2. Is every activity a project or should there be a minimum number of functional boundaries that need to be crossed? If so, how many boundaries? (4 Marks)

	3. How do we determine when project management should be used and when an activity can be handled effectively by one functional group without the use of project management? (4 Marks) 4.Since the use of a formal project management methodology requires time and money, what should be "reasonable" threshold limits for its use? (3 Marks)
4.	Draft out a Project Evaluation Checklist for a ERP Implementation Project and explain as to how it would be useful in meeting the project timelines.

UNIT – V – PROJECT ORGANISATION & CONFLICT MANAGEMENT

SYLLABUS:
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Why is organization structure important to projects?	Level 1	Remembering
2.	How would you classify the various types of Organization Structure?	Level 2	Understanding
3.	List the objectives of Organization Design	Level 3	Applying
4.	Name any two conflicts that can arise in projects.	Level 4	Analysing
5.	State the causes of conflict in Project Management.	Level 5	Evaluating
6.	How would you differentiate between formal and Informal Organization Structure?	Level 6	Creating
7.	List out the drawbacks of matrix organization.	Level 1	Remembering
8.	Explain the term "Departmentalization"	Level 2	Understanding
9.	Outline the process of Organization Design	Level 3	Applying
10.	Distinguish between Organization Design and Organization Structure.	Level 4	Analysing
11.	Outline the Characteristics of a Matrix Organization.	Level 5	Evaluating
12.	How do you define a Hierarchical System?	Level 6	Creating
13.	What is called as a Project Organization?	Level 1	Remembering
14.	What is meant by Conflict?	Level 2	Understanding
15.	How can organizations resolve Conflicts?	Level 3	Applying
16.	List the various type of Organization Structure.	Level 4	Analysing
17.	What is meant by Divisional Organization?	Level 5	Remembering

18.	Can you explain the Organization Design Process?	Level 6	Creating
19.	Explain Chain of Command.	Level 1	Remembering
20.	What is meant by Project Organization Structure?	Level 2	Understanding

PART- B			
S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Discuss the various types of project organizations in use today. Outline which type of organization , is applicable for service industry.	Level 1	Remembering
2.	i) Give an elaborate view on the various types of Organization Structure.　　　　　　　　**(7 Marks)** ii) Suggest a suitable structure to be followed for an Advertising Agency.　　　　　　　　**(6 Marks)**	Level 2	Understanding
3.	i) Explain the concept of Organization Conflict.　**(7 Marks)** ii) Explain the methods of resolving conflicts.　**(6 Marks)**	Level 3	Applying
4	Discuss the criteria required for organizational design decisions.	Level 4	Analysing
5	Evaluate the Teams method of resolving conflicts	Level 5	Evaluating
6	Layout a detailed process for framing an Organization Structure?	Level 6	Creating
7.	i)Enumerate the features and importance of Project Organization　　　　　　　　　　　**(7 Marks)** ii) Explain as to how it differs from a divisional organization**.**　　　　　　　　　　**(6 Marks)**	Level 1	Remembering
8.	Describe the various conflict resolution approaches which can be used in projects.	Level 2	Understanding
9.	Outline the merits and demerits of the Informal Organization.	Level 3	Applying
10.	i) Explain the prerequisites for an effective conflict management program.　　　　　　　**(7 Marks)** ii) Explain as to how you would implement a conflict management program.　　　　　　　　**(6 Marks)**	Level 4	Analysing
11.	What are types of project organizations? Explain	Level 5	Evaluating

12.	i) Suggest the origin and consequences of Conflict. **(6 Marks)**	Level 6	Creating
	ii)Describe the methods of resolving conflict. **(7 Marks)**		
13.	i) Explain the salient feature of a Project Organization. **(7 Marks)**	Level 1	Remembering
	ii) Describe the organization structure of a typical project organization. **(6 Marks)**		
14.	What are the different types of project team? Explain its need and importance?	Level 2	Understanding

PART - C	
S.NO	**QUESTIONS**
1.	Mr. Bhat, Human Resource Manager of IVS Group of companies approached the CEO on 30th march, 2013 and apprised him of the absence of Mr.Ajay Vaidhya, Assistant Accountant in the Corporate Finance Department, for the past one month and requested him to approve the show-cause notice to be served to Mr. Ajay as per the Labour Laws in force. The CEO told Mr. Bhat: "When Mr. Ajay has been absent for the last one month, your duty is to go to Mr. Ajay's house, find out the reason and solve the problem of Mr. Ajay, and not just to report the absence to me. Go immediately to Mr. Ajay's house find the reason and report it to me before 5.00 P.M. today." Mr. Bhat immediately left for Mr. Ajay's house and learnt from Mr. Ajay 's Wife that Mr. Ajay has been in distress as he has been trying to mobilize Rs.1,00,000 for the surgery of his sick wife in a reputed hospital in Chennai. Mr. Bhat could meet Mr. Ajay around 3.PM and both of them then met the CEO. Both of them apprised the CEO the reason for the absence and distress of Mr. Ajay. The CEO immediately contacted the hospital and informed them that the company will pay Rs.1,00,000 tomorrow i.e., 31st March 2013 and requested the doctor to conduct the surgery for Ajay's wife tomorrow itself. The CEO ordered Mr. Bhat to arrange to issue Cheque for Rs.1,00,00 0 in favour of the hospital and also pay Rs.10,000 in cash to Mr.Ajay to meet incidental expenses as a grant. Mr. Ajay as well as Mr. Bhat were surprised at the decision of the CEO Mr. Ajay became emotional and touched the feet of the CEO. The CEO told Mr. Bhat: "Problems of our employees are the company's problems. We treat the employees as human being and members of the company's family." This piece of news spread in the entire company within no time and the employees felt highly secured. The productivity BTL increased by 100% in the next quarter itself and sustained over the years to come. **Questions**:- a) Why did Mr. Bhat prefer to follow a legal approach to the problem? (4 Marks) b) Why did the CEO provide Rs.1,10,000 as just a grant to Mr.Ajay? (4 Marks) c) What would be the morale of employee's family members after this incident? (4 Marks) d) Suggest a suitable title for the above said case and justify that title. (3 Marks)
2.	Explain the different types of project organizational structure.
3.	Discuss the various forms of conflict in a project group and describe the methods to manage it.
4.	What are the Team methods for resolving conflict.