

GUJARAT TECHNOLOGICAL UNIVERSITY
BE - SEMESTER-VIII • EXAMINATION – WINTER • 2014

Subject Code: 182506**Date: 25-11-2014****Subject Name: Managing Projects****Time: 02:30 pm - 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)** A small project of seven activities whose time estimates (in Months) and other characteristics are given below: **10**

Activity	Immediate Predecessor	Time (Months)
A	-	4
B	-	6
C	A	2
D	B	6
E	C, B	3
F	C, B	3
G	D, E	5

Draw AOA network. Find the critical path and project duration. Also find the total slack for each activity.

- (b)** Draw AOA network for the following projects: **04**

Activity	Immediate Predecessor
A	-
B	A
C	A
D	A
E	C, D
F	D
G	E
H	G
I	F, H
J	B, I

- Q.2 (a)** Discuss project life cycle in detail. **07**
(b) Discuss role of Project Manager **07**

OR

- (b)** Discuss the skill required for selection of project manager. **07**

- Q.3 (a)** Describe why planning is so important, and list the steps involved in detailed planning. **07**
(b) What is work breakdown structure? What is responsibility matrix? How are they related? **07**

OR

- Q.3 (a)** There exists a trade-off between activity duration and the associated cost. Discuss the time/cost trade off in project management. When should one resort to crashing? Discuss. **07**

- (b) What is meant by Scope Creep and Change Control? Discuss 07
- Q.4 (a) Discuss Social Cost Benefit Analysis (SCBA) of Project. 07
 (b) Discuss steps in Project Closing Process. 07
- OR**
- Q.4 (a) What is matrix organization? How is it better from Project type Organization? Discuss. 07
 Q.4 (b) What is Critical Chain Project Management? Discuss 07
- Q.5 (a) What is EVA? Define BCWP, BCWA, and ACWP. Show all three parameters on a chart. 07
 (b) Discuss methods of Budgeting a Project. 07
- OR**
- Q.5 (a) What is Resource loading? How does it differ from resource leveling? 04
 (b) The following table gives for each activity of a project, its duration and corresponding resource requirements as well as total availability of each type of resource: 10

Activity	Duration (Months)	Manpower Required
1 – 2	4	10
1 – 3	5	4
2 – 3	8	5
2 – 4	8	2
3 – 4	4	7

The maximum **Manpower** = 10

Under the given resource constraints find out the minimum duration to complete the project and compare the utilization of resources for that duration.
