*(iv)* What are the different types of cost estimation in the life cycle of a project ? 10

*(v)* What do you mean by market appraisal of a project ? Explain the steps involved in market appraisal. 4+6=10

*(vi)* Discuss the uncertainties of demand forecasting. 10

4. A project consists of 9 activities whose precedence relationship and their estimated duration are shown in the following table :

*(a)* Draw a network of the project. 3

*(b)* Find the critical path and develop activity schedule for the project. 7

| **Activity** | **Immediate Predecessors** | **Estimated duration *(weeks)*** |
|---|---|---|
| A | — | 5 |
| B | — | 6 |
| C | A | 4 |
| D | A | 3 |
| E | A | 1 |
| F | E | 4 |
| G | D, F | 14 |
| H | B, C | 12 |
| I | G, H | 2 |



*Total number of printed pages–4*

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**2019**

## COMMERCE

Paper : COM-3026

***(Project Management)***

*Full Marks : 80*

Time : Three hours

***The figures in the margin indicate full marks for the questions.***

*Answer **all** questions.*

1. Choose the correct option from the following : 1×5=5

*(i)* Which of these is not a component of the feasibility report ?

*(a)* Profit margin
*(b)* Works Cost
*(c)* Overhead
*(d)* Pre-commissioning Expenses.

*(ii)* Project risk management is best described as —

*(a)* managing responses to threats
*(b)* identifying and acknowledging threats and opportunities

(c) planning responses to threats
(d) minimising threats and maximising opportunities.

(iii) Scheduling can best be defined as the process used to determine :
(a) Overall profit duration
(b) Project cost estimating
(c) The project management plan
(d) Subcontractor's responsibilities.

(iv) A project is typically defined in terms of scope, time, cost and which other parameters ?
(a) Benefits
(b) Quality
(c) Tolerance
(d) Controls.

(v) Which one of the following is captured in the Work Breakdown Structure (WBS) ?
(a) The life cycle phases
(b) The logical order of tasks
(c) The scope of the project
(d) Project costs.

2. Answer ***any five*** of the following : 5×5=25

(i) What are the factors to be considered in technical appraisal of a project ?



(ii) Discuss the prerequisites for successful project implementation.

(iii) Discuss the various means of financing a project.

(iv) What, according to you, are the critical success factors in project management ?

(v) What are the advantages of the matrix organisation design for project management ?

(vi) Explain the importance of 'project review' in the context of control of a project.

(vii) Demand analysis plays a crucial role in investment decision. Justify.

3. Answer ***any four*** : 10×4=40

(i) What do you mean by project scheduling and controlling ? Explain the advantages of project scheduling. 5+5

(ii) What are the five strategies of appraisal in the UNIDO method for SCBA as described in the Guide to Practical Project Appraisal ? 10

(iii) Discuss the different phases in Project Life Cycle. 10