

Hall Ticket Number:

Code No. : 16136 A

**VASAVI COLLEGE OF ENGINEERING (AUTONOMOUS), HYDERABAD***Accredited by NAAC with A++ Grade***B.E. VI-Semester Main & Backlog Examinations, June-2022****Project Management (OE-IV)**

Time: 3 hours

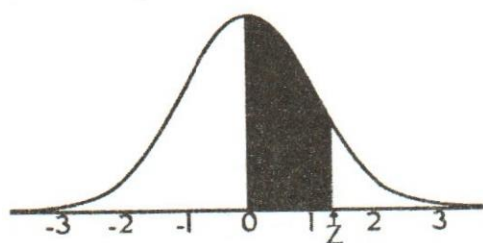
Max. Marks: 60

*Note: Answer all questions from Part-A and any FIVE from Part-B**Part-A (10 × 2 = 20 Marks)*

| Q. No.  | Stem of the question   | M     | L     | CO                   | PO   |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
|---|--|-------|-------|----------------------|------|----------|-----------|--|--|----------------------|-------|-------|-------|---|---|---|---|---|---|---|---|----|---|---|---|---|---|---|---|---|---|---|-----|---|---|---|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----|-------|
| 1.  | What is the role of project manager in project management?   | 2     | 1     | 1                    | 11   |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 2.  | Write about principles of organization?  | 2     | 1     | 1                    | 11   |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 3.  | Define project planning? Write need of it in project management?   | 2     | 2     | 2                    | 9,11 |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 4.  | Write disadvantages of bar chart in scheduling.  | 2     | 1     | 2                    | 1    |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 5.  | Explain the necessity of crashing the activities in a network.   | 2     | 2     | 3                    | 1,2  |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 6.  | Explain the benefits of Earned Value Management.   | 2     | 2     | 3                    | 11   |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 7.  | What is difference between contract and tender document?   | 2     | 2     | 4                    | 6,11 |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 8.  | Explain the necessity of Contract.   | 2     | 1     | 4                    | 6    |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 9.  | Explain Slack and Surplus variables in Linear programming.   | 2     | 1     | 5                    | 1    |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 10.   | Explain the need of optimization in project management.  | 2     | 2     | 5                    | 2    |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| <b>Part-B (5 × 8 = 40 Marks)</b>  |  |       |       |                      |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 11. a)  | Describe in detail with neat sketches about various types of organization structures?  | 5     | 2     | 1                    | 9,11 |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| b)  | Explain briefly about stages of project life cycle?  | 3     | 1     | 1                    | 11   |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| 12. a)  | Using the data given in table and normal distribution chart provided in question paper, what will be the project duration with an 80% chance of completion? What is the probability that the project will be completed within 25 weeks? What is the probability that the project will take longer than 32 weeks? | 5     | 4     | 2                    | 2,3  |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| <table border="1"> <thead> <tr> <th rowspan="2">Activity</th> <th colspan="3">Durations</th> <th rowspan="2">Predecessor Activity</th> </tr> <tr> <th><math>t_o</math></th> <th><math>t_m</math></th> <th><math>t_p</math></th> </tr> </thead> <tbody> <tr> <td>A</td> <td>1</td> <td>3</td> <td>5</td> <td>-</td> </tr> <tr> <td>B</td> <td>4</td> <td>5</td> <td>12</td> <td>A</td> </tr> <tr> <td>C</td> <td>1</td> <td>8</td> <td>9</td> <td>A</td> </tr> <tr> <td>D</td> <td>2</td> <td>4</td> <td>6</td> <td>B,C</td> </tr> <tr> <td>E</td> <td>2</td> <td>9</td> <td>11</td> <td>B</td> </tr> <tr> <td>F</td> <td>3</td> <td>7</td> <td>9</td> <td>C</td> </tr> <tr> <td>G</td> <td>2</td> <td>6</td> <td>8</td> <td>D</td> </tr> <tr> <td>H</td> <td>3</td> <td>5</td> <td>10</td> <td>E,F,G</td> </tr> </tbody> </table> |  |       |       |                      |      | Activity | Durations |  |  | Predecessor Activity | $t_o$ | $t_m$ | $t_p$ | A | 1 | 3 | 5 | - | B | 4 | 5 | 12 | A | C | 1 | 8 | 9 | A | D | 2 | 4 | 6 | B,C | E | 2 | 9 | 11 | B | F | 3 | 7 | 9 | C | G | 2 | 6 | 8 | D | H | 3 | 5 | 10 | E,F,G |
| Activity  | Durations  |       |       | Predecessor Activity |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
|   | $t_o$  | $t_m$ | $t_p$ |                      |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| A   | 1  | 3     | 5     | -                    |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| B   | 4  | 5     | 12    | A                    |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| C   | 1  | 8     | 9     | A                    |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| D   | 2  | 4     | 6     | B,C                  |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| E   | 2  | 9     | 11    | B                    |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| F   | 3  | 7     | 9     | C                    |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| G   | 2  | 6     | 8     | D                    |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |
| H   | 3  | 5     | 10    | E,F,G                |      |          |           |  |  |                      |       |       |       |   |   |   |   |   |   |   |   |    |   |   |   |   |   |   |   |   |   |   |     |   |   |   |    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |       |

Contd... 2

| b)   | Discuss the types of network analysis methods in project scheduling.   | 3                | 1                     | 2               | 2,11  |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
|--|--|------------------|-----------------------|-----------------|-------|----------|------------------------|------------------|-----------------------|-----------------|---|---|------|---|-------|---|---|------|---|-------|---|----|------|---|------|---|---|------|---|-----|
| 13. a)   | Let A, B, C and D are the activities in project. A & B are starting activities; C follows B; D follows A and C; D is finishing activity. Their normal and crash durations and associated costs are given in table below. For entire project indirect cost is Rs. 1000/day. Find the optimum cost and duration for the project. | 5                | 4                     | 3               | 2,3   |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| <table border="1"> <thead> <tr> <th>Activity</th> <th>Normal duration (Days)</th> <th>Normal cost (Rs)</th> <th>Crash duration (Days)</th> <th>Crash cost (Rs)</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>8</td> <td>6000</td> <td>4</td> <td>12000</td> </tr> <tr> <td>B</td> <td>4</td> <td>2000</td> <td>2</td> <td>14000</td> </tr> <tr> <td>C</td> <td>10</td> <td>4000</td> <td>4</td> <td>8000</td> </tr> <tr> <td>D</td> <td>6</td> <td>4000</td> <td>4</td> <td>800</td> </tr> </tbody> </table> |  |                  |                       |                 |       | Activity | Normal duration (Days) | Normal cost (Rs) | Crash duration (Days) | Crash cost (Rs) | A | 8 | 6000 | 4 | 12000 | B | 4 | 2000 | 2 | 14000 | C | 10 | 4000 | 4 | 8000 | D | 6 | 4000 | 4 | 800 |
| Activity   | Normal duration (Days)   | Normal cost (Rs) | Crash duration (Days) | Crash cost (Rs) |       |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| A  | 8  | 6000             | 4                     | 12000           |       |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| B  | 4  | 2000             | 2                     | 14000           |       |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| C  | 10   | 4000             | 4                     | 8000            |       |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| D  | 6  | 4000             | 4                     | 800             |       |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| b)   | Explain procedure for updating of a project?   | 3                | 2                     | 3               | 10,11 |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| 14. a)   | Explain briefly about various types of contracts?  | 5                | 2                     | 4               | 6,11  |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| b)   | Explain the tendering process for any project  | 3                | 2                     | 4               | 6     |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| 15. a)   | Determine the optimal solution for the following data using Graphical method.<br>Max $Z = 13X_1 + 11X_2$<br>Subjected to constraints<br>$4X_1 + 5X_2 \leq 1400$<br>$5X_1 + 3X_2 \leq 1500$<br>$X_1 + 2X_2 \leq 400$<br>$X_1 \text{ \& } X_2 \geq 0$  | 5                | 4                     | 5               | 5     |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| b)   | Describe the significance of simplex method in linear programming.   | 3                | 3                     | 5               | 5     |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| 16. a)   | Discuss in detail the need of project management.  | 4                | 2                     | 1               | 11    |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| b)   | What do you understand by WBS (Work Break Structure)? Explain with a Flowchart the WBS for any project.  | 4                | 3                     | 2               | 9,11  |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| 17.  | Answer any <i>two</i> of the following:  |                  |                       |                 |       |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| a)   | What are the essential components present in contract document? Explain briefly?   | 4                | 3                     | 3               | 6     |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| b)   | Explain the process of determining the Total Project cost and optimum duration for any project.  | 4                | 3                     | 4               | 9,11  |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |
| c)   | Explain different types of optimization techniques applicable for construction project planning and management.  | 4                | 3                     | 5               | 2     |          |                        |                  |                       |                 |   |   |      |   |       |   |   |      |   |       |   |    |      |   |      |   |   |      |   |     |



### STANDARD NORMAL TABLE (Z)

Entries in the table give the area under the curve between the mean and z standard deviations above the mean. For example, for  $z = 1.25$  the area under the curve between the mean (0) and z is 0.3944.

|     | 0.00   | 0.01   | 0.02   | 0.03   | 0.04   | 0.05   | 0.06   | 0.07   | 0.08   | 0.09   |
|-----|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 0.0 | 0.0000 | 0.0040 | 0.0080 | 0.0120 | 0.0160 | 0.0190 | 0.0239 | 0.0279 | 0.0319 | 0.0359 |
| 0.1 | 0.0398 | 0.0438 | 0.0478 | 0.0517 | 0.0557 | 0.0596 | 0.0636 | 0.0675 | 0.0714 | 0.0753 |
| 0.2 | 0.0793 | 0.0832 | 0.0871 | 0.0910 | 0.0948 | 0.0987 | 0.1026 | 0.1064 | 0.1103 | 0.1141 |
| 0.3 | 0.1179 | 0.1217 | 0.1255 | 0.1293 | 0.1331 | 0.1368 | 0.1406 | 0.1443 | 0.1480 | 0.1517 |
| 0.4 | 0.1554 | 0.1591 | 0.1628 | 0.1664 | 0.1700 | 0.1736 | 0.1772 | 0.1808 | 0.1844 | 0.1879 |
| 0.5 | 0.1915 | 0.1950 | 0.1985 | 0.2019 | 0.2054 | 0.2088 | 0.2123 | 0.2157 | 0.2190 | 0.2224 |
| 0.6 | 0.2257 | 0.2291 | 0.2324 | 0.2357 | 0.2389 | 0.2422 | 0.2454 | 0.2486 | 0.2517 | 0.2549 |
| 0.7 | 0.2580 | 0.2611 | 0.2642 | 0.2673 | 0.2704 | 0.2734 | 0.2764 | 0.2794 | 0.2823 | 0.2852 |
| 0.8 | 0.2881 | 0.2910 | 0.2939 | 0.2969 | 0.2995 | 0.3023 | 0.3051 | 0.3078 | 0.3106 | 0.3133 |
| 0.9 | 0.3159 | 0.3186 | 0.3212 | 0.3238 | 0.3264 | 0.3289 | 0.3315 | 0.3340 | 0.3365 | 0.3389 |
| 1.0 | 0.3413 | 0.3438 | 0.3461 | 0.3485 | 0.3508 | 0.3513 | 0.3554 | 0.3577 | 0.3529 | 0.3621 |
| 1.1 | 0.3643 | 0.3665 | 0.3686 | 0.3708 | 0.3729 | 0.3749 | 0.3770 | 0.3790 | 0.3810 | 0.3830 |
| 1.2 | 0.3849 | 0.3869 | 0.3888 | 0.3907 | 0.3925 | 0.3944 | 0.3962 | 0.3980 | 0.3997 | 0.4015 |
| 1.3 | 0.4032 | 0.4049 | 0.4066 | 0.4082 | 0.4099 | 0.4115 | 0.4131 | 0.4147 | 0.4162 | 0.4177 |
| 1.4 | 0.4192 | 0.4207 | 0.4222 | 0.4236 | 0.4251 | 0.4265 | 0.4279 | 0.4292 | 0.4306 | 0.4319 |
| 1.5 | 0.4332 | 0.4345 | 0.4357 | 0.4370 | 0.4382 | 0.4394 | 0.4406 | 0.4418 | 0.4429 | 0.4441 |
| 1.6 | 0.4452 | 0.4463 | 0.4474 | 0.4484 | 0.4495 | 0.4505 | 0.4515 | 0.4525 | 0.4535 | 0.4545 |
| 1.7 | 0.4554 | 0.4564 | 0.4573 | 0.4582 | 0.4591 | 0.4599 | 0.4608 | 0.4616 | 0.4625 | 0.4633 |
| 1.8 | 0.4641 | 0.4649 | 0.4656 | 0.4664 | 0.4671 | 0.4678 | 0.4686 | 0.4693 | 0.4699 | 0.4706 |
| 1.9 | 0.4713 | 0.4719 | 0.4726 | 0.4732 | 0.4738 | 0.4744 | 0.4750 | 0.4756 | 0.4761 | 0.4767 |
| 2.0 | 0.4772 | 0.4778 | 0.4783 | 0.4788 | 0.4793 | 0.4798 | 0.4803 | 0.4808 | 0.4812 | 0.4817 |
| 2.1 | 0.4821 | 0.4826 | 0.4830 | 0.4834 | 0.4838 | 0.4842 | 0.4846 | 0.4850 | 0.4854 | 0.4857 |
| 2.2 | 0.4861 | 0.4864 | 0.4868 | 0.4871 | 0.4875 | 0.4878 | 0.4881 | 0.4884 | 0.4887 | 0.4890 |
| 2.3 | 0.4893 | 0.4896 | 0.4898 | 0.4901 | 0.4904 | 0.4906 | 0.4909 | 0.4911 | 0.4913 | 0.4916 |
| 2.4 | 0.4918 | 0.4920 | 0.4922 | 0.4925 | 0.4927 | 0.4929 | 0.4931 | 0.4932 | 0.4934 | 0.4936 |
| 2.5 | 0.4938 | 0.4940 | 0.4941 | 0.4943 | 0.4945 | 0.4946 | 0.4948 | 0.4949 | 0.4951 | 0.4952 |
| 2.6 | 0.4953 | 0.4955 | 0.4956 | 0.4957 | 0.4959 | 0.4960 | 0.4961 | 0.4962 | 0.4963 | 0.4964 |
| 2.7 | 0.4965 | 0.4966 | 0.4967 | 0.4968 | 0.4969 | 0.4970 | 0.4971 | 0.4972 | 0.4973 | 0.4974 |
| 2.8 | 0.4974 | 0.4975 | 0.4976 | 0.4977 | 0.4977 | 0.4978 | 0.4979 | 0.4979 | 0.4980 | 0.4981 |
| 2.9 | 0.4981 | 0.4982 | 0.4982 | 0.4983 | 0.4984 | 0.4984 | 0.4985 | 0.4985 | 0.4986 | 0.4986 |
| 3.0 | 0.4987 | 0.4987 | 0.4987 | 0.4988 | 0.4988 | 0.4989 | 0.4989 | 0.4989 | 0.4990 | 0.4990 |
| 3.1 | 0.4990 | 0.4991 | 0.4991 | 0.4991 | 0.4992 | 0.4992 | 0.4992 | 0.4992 | 0.4993 | 0.4993 |
| 3.2 | 0.4993 | 0.4993 | 0.4994 | 0.4994 | 0.4994 | 0.4994 | 0.4994 | 0.4995 | 0.4995 | 0.4995 |
| 3.3 | 0.4995 | 0.4995 | 0.4995 | 0.4996 | 0.4996 | 0.4996 | 0.4996 | 0.4996 | 0.4996 | 0.4997 |
| 3.4 | 0.4997 | 0.4997 | 0.4997 | 0.4997 | 0.4997 | 0.4997 | 0.4997 | 0.4997 | 0.4997 | 0.4998 |

M : Marks; L: Bloom's Taxonomy Level; CO; Course Outcome; PO: Programme Outcome

|      |                               |        |
|------|-------------------------------|--------|
| i)   | Blooms Taxonomy Level – 1     | 20%    |
| ii)  | Blooms Taxonomy Level – 2     | 37.50% |
| iii) | Blooms Taxonomy Level – 3 & 4 | 42.50% |

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