

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2022-23)
END TERM EXAMINATION (TERM -V)

Subject Name: **Project Management**

Time: **02.30 hrs**

Sub. Code: **PGO53**

Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Practically learn the concepts of advance excel tools and formulas most used in financial modelling.

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SECTION - A

Attempt all questions. All questions are compulsory.

1×5 = 5 Marks

Questions	CO	Bloom's Level
Q.1: (A) What do you understand by uncertainty in project management.	CO1	L1
Q.2: (B) Mention some of the project scheduling tools. At least three of them.	CO1	L1
Q.3: (C) How will you describe the work breakdown structure?	CO1	L2
Q.4: (D) Describe in brief the differences between forward and backward scheduling.	CO1	L2
Q.5: (E) Write a short on critical chain project management.	CO1	L1
(Entire Sec A to be assigned one CO.)		

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)

7 x 3 = 21 Marks

Questions	CO	Bloom's Level
Q. 2: (A). Mention the different algorithms followed which drawing a network using PERT technique.	CO2	L3
Or		
Q. 2: (B). Calculate the total float/ total slack in a network diagram and show the critical path.	CO2	L3

Activity	Predecessor	Duration
A	-	5
B	A	3
C	A	4
D	B,C	2
E	D	3

ES	A	EF
LS	D	LF

(internal choices with two questions corresponding to the same CO)

Q. 3: (A). Describe the SWOT analysis in detail.

Or

Q. 3: (B). What is project appraisal? How do you see appraisal with regards to market, technical, financial, and socio-economic appraisals. Explain clearly.

CO1 L2

CO1 L4

(internal choices with two questions corresponding to the same CO)

Q. 4: (A). How can you explain crashing of jobs? Explain all its parameters in detail.

CO4 L1

Or

Q. 4: (B). Explain the concept of Analytic Hierarchy process. Explain at least three applications to it.

CO4 L4

(internal choices with two questions corresponding to the same CO)

SECTION - C

Read the case and answer the questions

7×02 = 14 Marks

Questions	CO	Bloom's Level
Q. 5: Case Study: Early one morning, basements in Chicago's downtown central business district began to flood. A hole the size of an automobile had developed between the river		

and an adjacent abandoned tunnel. The tunnel, built in the early 1900s for transporting coal, runs throughout the downtown area. When the tunnel flooded, so did the basements of buildings connected to it—some 272 in all, including that of major retailer Marshall Field’s.

The problem was first noted at 5.30 am, when a member of the Marshall Field’s trouble desk saw water pouring into the basement. The manager of maintenance was notified and immediately took charge. His first actions were to contact the Chicago Fire and Water Departments, and Marshall Field’s parent company, Dayton Hudson in Minneapolis. Electricity—and with it all elevator, computer, communication, and security services for the 15-story building—would soon be lost. The building was evacuated, and elevators were moved above basement levels. A command post was set up and a team formed from various departments, such as facilities, security, human resources, public relations, and financial, legal, insurance, and support services. Later that day, members of Dayton Hudson’s risk management group arrived from Minneapolis to take over coordinating the team’s efforts. The team’s goal was to ensure the safety of employees and customers, minimize flood damage, and resume normal operations as soon as possible. The team hoped to open the store to customers 1 week after the flood began.

An attempt was made to pump the water out; however, as long as the tunnel hole remained unrepaired, the Chicago River continued to pour back into the basements. Thus, the basements remained flooded until the tunnel was sealed and the Army Corps of Engineers gave approval to start pumping. Everything in the second-level basement was a loss, including equipment for security, heating, ventilation, air-conditioning, fire sprinkling, and mechanical services. Most merchandise in the first-level basement stockrooms was also lost.

Electricians worked around the clock to install emergency generators and restore lighting and elevator service. Additional security officers were hired. An emergency pumping system and new piping to the water-sprinkling tank were installed so the sprinkler system could be reactivated. Measures were taken to monitor ventilation and air quality, and dehumidifiers and fans were installed to improve air quality. Within the week, inspectors from the City of Chicago and OSHA gave approval to reopen the store.

After water was drained from Marshall Field’s basements, damaged merchandise was removed and sold to a salvager. The second basement had to be gutted to assure removal of contaminants. Salvageable machinery had to be disassembled and sanitized. T

The extent of the damage was assessed and insurance claims filed. A construction company was hired to manage restoration of the damaged areas. Throughout the ordeal, the public relations department dealt with the media, being candid yet showing confidence in the recovery effort. Customers had to be assured that the store was safe. The team overseeing the recovery initially met twice a week to evaluate progress and make decisions, then slowly disbanded as the store recovered.

This case illustrates crisis management, an important element of which is having a team that can move fast to minimize losses and quickly recover damages. At the beginning of a disaster there is little time to plan, though companies and public agencies often have crisis guidelines for responding to emergency situations. When an emergency occurs they then develop more specific, detailed plans to guide short- and long-term recovery efforts.

Questions:

Q. 5: (A). In what ways was the Marshall Field’s flood disaster recovery effort a project? Why are large-scale disaster response and recovery efforts projects?

Q. 5: (B). In what ways do the characteristics of crisis management as described

CO3

L4

in this case correspond to those of project management (Entire Sec C to be assigned one CO. Both questions corresponding to the same CO)	CO3	L5
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Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	12
CO2	7
CO3	14
CO4	7

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:5

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create