**Project Management**

**April 2024 Examination**

**Q1. Using a suitable example discuss the difference between Technical analysis and Financial analysis of a project. (10 Marks)**

**Ans 1.**

**Introduction**

Project management is a multifaceted discipline that entails the meticulous planning, execution, monitoring, and completion of projects. A critical aspect of this process is the analysis phase, which can be broadly categorized into two distinct types: Technical Analysis and Financial Analysis. While they may seem similar at first glance, these two forms of analysis serve different purposes and employ diverse methodologies to evaluate the viability and potential success of a project. Technical analysis focuses on the operational aspects, including the feasibility, design, and technical requirements of the project. On the other hand, financial analysis delves into the economic viability, cost considerations, and financial

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**Q2. The “billing department” of a chain of department stores prepares the monthly inventory report for use by the stores’ purchasing agents. Given the following information, use the “critical path method” to determine: (10 Marks)**

**a. How long the process will take.**

**b. Which jobs can be delayed without delaying the early start of any subsequent activity?**

**c. Explain how the project can be fast tracked.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Job** | **Job Description** | **Time****(Hours)** | **Precedence****requirements** |
| **A** | **Start** | **0** | **-** |
| **B** | **Get computer printouts of customer purchases** | **10** | **A** |
| **C** | **Get stock records for the month** | **20** | **A** |
| **D** | **Reconcile purchase printouts and stock records** | **30** | **B,C** |
| **E** | **Total stock record by the department** | **20** | **B,C** |
| **F** | **Determine reorder quantity for the coming period** | **40** | **E** |
| **G** | **Prepare stock report for purchasing agents** | **20** | **D,F** |
| **H** | **Finish** | **0** | **G** |

**Ans 2.**

**Introduction**

Project management is an essential discipline for ensuring the successful completion of projects within a designated timeframe and budget. One critical technique in this field is the Critical Path Method (CPM), a step-by-step project management approach to schedule a set of project activities. It is widely used for complex, but routine, operational or production projects like the one described for a billing department of a chain of department stores. The objective of this analysis is to apply CPM to the given task of preparing a monthly inventory report. By examining the sequence of jobs, their duration, and dependencies, we aim to identify the project's longest stretch of dependent activities (the critical path), calculate the

**Q3. Rail Vikas Nigam (RVNL) has given Larsen and Toubro Construction (L&T) an Rs 2,447 crore contract to design and construct the Kolkata underground metro project in the city’s Joka-Esplanade Metro Corridor.**

**According to an L&T press statement, the major works for the project include the design and construction of the Ramp and Underground Metro railway works from Mominpur to Esplanade, covering a distance of 5.05 km. The works comprise constructing four underground stations, namely Khidderpore, Victoria, Park Street, and Esplanade, along with tunnels created using Tunnel Boring Machine (TBM) and Cut & Cover methods.**

**The scope of the contract also includes architectural finishing works, track works, and other related activities.**

**(Source:** [**https://www.indianarrative.com/economy-news/rs-2447-crore-project-to-build-**](https://www.indianarrative.com/economy-news/rs-2447-crore-project-to-build-kolkata-metros-4-underground-stations-goes-to-lt-149218.html)[**kolkata-metros-4-underground-stations-goes-to-lt-149218.html)**](https://www.indianarrative.com/economy-news/rs-2447-crore-project-to-build-kolkata-metros-4-underground-stations-goes-to-lt-149218.html)

**a. Explain the various characteristics of Kolkata underground metro project. (5 Marks)**

**Ans 3a.**

**Introduction**

The Kolkata underground metro project, awarded to Larsen and Toubro Construction by Rail Vikas Nigam Limited (RVNL), represents a significant advancement in urban infrastructure development in India. With an allocated budget of Rs 2,447 crore, this project is not just a testament to the growing emphasis on enhancing public transportation systems but also a benchmark in complex engineering and construction. The project encompasses the design and

infrastructure projects in India and beyond.

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**b. Discuss in brief the different activities executed during the project life cycle of the Kolkata underground metro project. (5 Marks)**

**Ans 3b.**

**Introduction**

The Kolkata underground metro project, a monumental infrastructure undertaking, undergoes a series of meticulously planned activities throughout its project life cycle. From inception to completion, this project, like any major construction endeavor, follows a structured project life cycle comprising various phases. Each phase involves specific activities tailored to meet the project's unique requirements and objectives. These activities encompass a broad spectrum, ranging from initial planning and design to construction and eventual operation. Understanding these activities is essential to appreciate the complexity and coordination