

Elective Group (Sectoral Area)

PROJECT MANAGEMENT (MGT 406)

Course No. : MGT 406
Nature of the Course : Elective (Sectoral)
(Theory 75 + Field Work 25)

Full Marks: 100
Pass Mark: 35

Course Objectives

The basic objective of this course is to acquaint the students with the basic idea of project management. The course also aims at developing basic skills in students of project identification, planning, implementation, appraisal and control.

Contents

Concept of Project and Project Management LH 30

◆ Concept of project and project management
◆ Emergence and growth of project management
◆ Characteristics of a project ◆ Project management Vs product management ◆ Project management Vs traditional management ◆ Project manager-line manager interface ◆ Benefits of project management ◆ Project and programme
◆ Project life cycle ◆ Project environment ◆ Skill requirements for a project manager ◆ Role and responsibilities of a project manager

Project Classification LH 10

◆ Categories of project Labour intensive ◆ Capital-intensive ◆ Indigenous project ◆ Joint venture project ◆ Bilateral project ◆ Multilateral project

Project Planning and Formulation LH 25

◆ Concept of project planning ◆ Meaning and procedures of developing project proposals
◆ Project, program, system ◆ Project specification ◆ Project planning process ◆ Total planning process ◆ Project formulation techniques ◆ Feasibility analysis ◆ Position of railways transport in Nepal: > Net work analysis > Input analysis > Financial analysis > Cost benefit analysis

Project Organization and Implementation

◆ System view of an organization ◆ Project organization ◆ Pure functional organization ◆ Matrix organization ◆ Advantages of matrix organization ◆ Limitations of matrix organization ◆ Project authority ◆ Linear responsibility chart (LRC)
◆ Project team building ◆ Project team characteristics ◆ Barrier to project team development ◆ Leadership in project environment ◆ Procedure for project implementation ◆ Time management in project ◆ Effective time management techniques
◆ The conflict environment ◆ Management of conflict in a project

Project Appraisal and Control LH 25

◆ Concept of appraisal ◆ Tools of project analysis and evaluation ◆ Cost benefit analysis ◆ Capital budgeting techniques ◆ Financial analysis of a development project ◆ Project monitoring and evaluation in developing countries ◆ Brief review of UN, UNIDO, OECD and World Bank project evaluation techniques ◆ Shadow pricing ◆ Project monitoring and evaluation approaches of the World Bank, ADB and INGOs. ◆ Concept of control ◆ Project control system ◆ Prerequisites of control system ◆ Control cycle ◆ Project Management Information System (PMIS) ◆ Project control techniques ◆ Work Breakdown Structure (WBC) ◆ Network analysis - PERT.CPM ◆ Line of balance (LOB)

Project Management in Nepal LH 15

◆ Projects management in developing countries with special reference to Nepal ◆ Short historical overview of project management in developing countries and in Nepal ◆ Project management: its benefits and limitations in Nepal ◆ Project management planning in Nepal ◆ Practical difficulties in project implementation in Nepal ◆ Practical exercises in project management in area like transportation, rural and urban roads, electricity, labour intensive projects, ropeway, agro-based industry, live stock or dairy, garment, carpet, tourist service in Nepal with special emphasis to project formulation, feasibility analysis and financial analysis.

Basic Books

1. Meredith, J.R. and Mantel, Samuel J., **Project Management: A Managerial Approach**, John Wiley, New York
2. Chaudhary, S., **Project Management**, Wiley and Sons, New Delhi.

References

1. Joy, P.K., **Total Project Management: The Indian Context**, Macmillan India Ltd., Delhi.

Exam Question- 2063

B.B.S. / III Year/ MGMT

Full Marks: 75

Project Management (MGT 406) Elective (Sectoral Area) (New Course)

Time: 3 hrs

Candidates are required to give their answers in their own words as far as practicable. The figures in the margin indicate full marks.

Section 'A' (Short Answer Questions)

6×10 = 60

Attempt any SIX questions.

1. Differentiate between project management and traditional management. Explain the skill requirements for a project manager. 5+5
2. What is project life cycle? Explain its suitable examples. 10
3. What is a project? Distinguish between labour intensive and capital-intensive projects with suitable examples. 4+6
4. What is project-planning process? Explain the procedures of developing project proposals. 4+6
5. State different project formulation techniques and describe network analysis. 4+6
6. Explain the benefits and limitations of project management in Nepal? 5+5
7. Describe the project monitoring and evaluation systems of INGOs in Nepal. 10
8. Write short notes on any TWO of the following:
 - a. Joint venture project
 - b. Shadow pricing
 - c. Project authority
 5+5

Section 'B' (Comprehensive Answer Question)

1 × 15

Attempt any ONE question.

9. Give an overview of project management and discuss the practical difficulties in project implementation in Nepal. 5+10
10. Discuss project analysis and evaluation techniques with suitable examples. 15

1. CONCEPT OF PROJECT AND PROJECT MANAGEMENT**SHORT ANSWER QUESTIONS****1. 2069 Q.No. 1**

Differentiate between project and programme. What are the benefits of project management? [10]

2. 2069 Q.No. 2

What are the skill requirements for a project manager to work in the project? [10]

3. 2068 Q.No. 1

What is a project? Explain the characteristics of a project. 10

4. 2068 Q.No. 2

What are the major roles and responsibilities of a project manager? Explain. 10

5. 2067 Q.No. 1

Differentiate between traditional management and the project management. Explain the benefits of project management. 5+5

6. 2067 Q.No. 2

Explain the major responsibilities of a project manager and describe the basic skills required for a project manager. 5+5

7. 2067 Q.No. 6

Describe the various phases of project life cycles. 10

8. 2066 Q.No. 1

What are the major characteristics of a project? Describe the benefits of projects in Nepalese context. 4+6

9. 2066 Q.No. 3

What are the roles and responsibilities of a project manager? Explain the skills requirement for a project manager. 4+6

- 10. 2065 Q.No. 1**
Differentiate between project management and product management. Explain the basic skills required for a project manager. 5+5
- 11. 2065 Q.No. 3**
State and explain the phases of project life cycle with suitable example. 10
- 12. 2064 Q.No. 1**
Distinguish between project management and traditional management. Explain various environment of a project. 5+5
- 13. 2064 Q.No. 2**
Explain the phases of a project life cycle. 10
- 14. 2063 Q.No. 1**
Differentiate between project management and traditional management. Explain the skill requirements for a project manager. 5+5
- 15. 2063 Q.No. 2**
What is project life cycle? Explain its suitable examples. 10
- 16. 2062 Q.No. 1**
What is project management? Explain the benefits of project management. 3+7
- 17. 2062 Q.No. 2**
Explain the roles of a project manager. 10
- 18. 2061 Q.No. 1**
What is project management? Explain the benefits of project management. 3+7
- 19. 2060 Q.No. 1**
Define project and explain its characteristics. 3+7
- 20. 2059 Q.No. 1**
What are the advantages and disadvantages of traditional management? 10
- 21. 2058 Q.No. 1**
What is meant by project and project management? State also the characteristics of the project. 10
- 22. 2058 Q.No. 2**
What are the roles and responsibilities of Project Manager? 10
- 23. 2057 Q.No. 1**
Differentiate between product and project management. 10
- 24. 2057 Q.No. 7**
What is the role of project manager? What are major responsibilities of a project manager? 10
- 25. 2056 Q.No. 1**
Differentiate between Project Management and Functional Management. 10
- 26. 2056 Q.No. 4**
What is Project Manager's authority? How is it delegated? 10
- COMPREHENSIVE ANSWER QUESTIONS**
- 27. 2068 Q.No. 10**
How does project environment affect project management concept? Discuss the skill requirement for a project manager to cope with environmental changes. 15
- 28. 2061 Q.No. 9**
What is the relation between project and programme? Discuss the role and responsibilities of a project manager. 5+10
- 29. 2060 Q.No. 9**
Why is it necessary to review project environment? Discuss the skills requirement for an effective project manager. 7.5+7.5
- 30. 2059 Q.No. 9**
What are various phases of project life cycle? Discuss with reference to an established R & D department. 15
- 31. 2058 Q.No. 9**
What is project life cycle? Why should it be considered in selection of project? Also explain the various phases of project life cycle. 15

32. 2057 Q.No. 9]

Describe different phases of project life cycle and discuss.

15

WRITE SHORT NOTES ON:

33. 2062 Q.No. 8 b]

Project life cycle

5

34. 2059 Q.No. 6 c]

What are the skill requirements for a project manager?

5

2. PROJECT CLASSIFICATION**SHORT ANSWER QUESTIONS**

1. 2069 Q.No. 3]

Describe the categories of project.

[10]

2. 2068 Q.No. 3]

Describe different categories of the project.

10

3. 2067 Q.No. 3]

How do you classify the project? Describe the bilateral and multilateral project.

4+6

4. 2066 Q.No. 2]

What are the classification criteria of a project? Explain various categories of a project.

4+6

5. 2065 Q.No. 2]

What are the various categories of a project? Differentiate between indigenous project and joint venture project.

4+6

6. 2064 Q.No. 3]

Give the various classifications of projects. Distinguish between a labour and capital intensive project.

4+6

7. 2063 Q.No. 3]

What is a project? Distinguish between labour intensive and capital intensive projects with suitable examples.

4+6

8. 2062 Q.No. 3]

Differentiate labour intensive project and capital-intensive project.

10

9. 2061 Q.No. 2]

Differentiate between bilateral project and multilateral project.

10

10. 2060 Q.No. 2]

Differentiate between indigenous project and joint venture project.

10

11. 2057 Q.No. 5]

What are the features of projects classified as (a) joint venture (b) bilateral (c) indigenous?

10

WRITE SHORT NOTES ON:

12. 2064 Q.No. 8 (a)]

Multilateral project

5

13. 2063 Q.No. 8 a]

Joint venture project

5

14. 2059 Q.No. 6 a]

What is a multilateral project?

5

3. PROJECT PLANNING AND FORMULATION**SHORT ANSWER QUESTIONS**

1. 2069 Q.No. 6]

What is cost-benefit analysis? How does it help in project appraisal?

[10]

2. 2068 Q.No. 6]

Describe the steps involved in the project planning process.

10

3. 2067 Q.No. 4]

Explain the procedures of developing a project proposal with reference to drinking water and sewerage system in a new housing complex.

10

- 4. 2066 Q.No. 4**
Explain the procedures of developing a project proposal. Explain the project planning process with suitable example. 4+6
- 5. 2065 Q.No. 4**
What are the processes of total project planning? Describe any one technique of project formulation. 4+6
- 6. 2064 Q.No. 4**
Describe the project feasibility analysis procedures. 10
- 7. 2063 Q.No. 4**
What is project-planning process? Explain the procedures of developing project proposals. 4+6
- 8. 2062 Q.No. 5**
What is project proposal? Explain the procedures of developing project proposal. 3+7
- 9. 2061 Q.No. 3**
Define project planning and explain the project planning process. 3+7
- 10. 2060 Q.No. 3**
What is project planning? Explain the process of project planning. 4+6
- 11. 2059 Q.No. 8**
What are project formulation techniques? Explain input analysis technique. 10
- 12. 2058 Q.No. 3**
What is meant by PPBS? Explain its need in project management? 10
- 13. 2058 Q.No. 5**
Briefly explain the various techniques of evaluating the economic viability of the project. 10
- 14. 2056 Q.No. 2**
What factors are to be considered in feasibility analysis of a project? 10
- 15. 2056 Q.No. 3**
Why is system approach to project planning required? Briefly explain the basis for system approach to planning. 10

COMPREHENSIVE ANSWER QUESTIONS

- 35. 2069 Q.No. 9**
Discuss the procedures involved in developing a project proposal. Also explain the techniques that are usually applied in the project formulations. [15]
- 16. 2064 Q.No. 10**
What is project planning? Describe the procedures of developing project proposals. 5+10

WRITE SHORT NOTES ON:

- 17. 2067 Q.No. 8 b**
Cost-benefit analysis
- 18. 2067 Q.No. 8 c**
Project planning process 5+5
- 19. 2059 Q.No. 6 b**
What is project specification? 10

4. PROJECT ORGANIZATION AND IMPLEMENTATION**SHORT ANSWER QUESTIONS**

- 1. 2069 Q.No. 4**
Why the matrix form of organization is most applicable in project organization and implementation? State limitation of such form of organization. [10]
- 2. 2069 Q.No. 5**
Managing time is difficult in the process of project implementation. What techniques are available to manage time effectively during project implementation phase? [10]
- 3. 2068 Q.No. 4**
How to build the project team? State the barriers to project team development. 10

4. 2067 Q.No. 5
What is the importance of time management in a project? Describe effective time management techniques. 5+5
5. 2067 Q.No. 7
What is matrix form of organization? Outline the advantages of a pure matrix organization. 5+5
6. 2066 Q.No. 5
What is the importance of team building in a project? Describe the barriers to project team development. 4+6
7. 2066 Q.No. 6
State and explain the effective time management technique in project management. 10
8. 2065 Q.No. 5
What are the characteristics of team building in a project? Explain why effective team building is important in a successful project management. 4+6
9. 2065 Q.No. 6
State and explain the pure functional organization with example. 10
10. 2065 Q.No. 7
Describe the conflict environment in a project and explain the importance of leadership in project environment. 4+6
11. 2064 Q.No. 8
What is matrix organization? Explain the advantages and limitations of matrix organization in relation to project management. 4+6
12. 2064 Q.No. 6
Describe the project team building approach and explain the barriers to project team development. 5+5
13. 2063 Q.No. 8
State different project formulation techniques and describe network analysis. 4+6
14. 2062 Q.No. 6
What is project authority? Explain project team characteristics. 3+7
15. 2061 Q.No. 4
What is project team building? Explain the barriers to project team development. 4+6
16. 2061 Q.No. 8
Define matrix organization and explain its advantages. 4+6
17. 2060 Q.No. 4
Explain the procedures for project implementation. 10
18. 2060 Q.No. 5
What is matrix organization? Explain the limitations of matrix organization. 4+6
19. 2059 Q.No. 3
What are the effective time management techniques? 10
20. 2059 Q.No. 4
What is project authority? Who settles project authority interface problems? 10
21. 2058 Q.No. 4
Explain the need of Project Team Approach in project organization. 10
22. 2058 Q.No. 6
What is Matrix Organization? What are its limitations? 10
23. 2058 Q.No. 7
What is Linear Responsibility Chart? What are its characteristics? 10
24. 2057 Q.No. 2
Define matrix organization. State the advantages and limitations of matrix organization. 10
25. 2057 Q.No. 4
What are the barriers to a project team development? Suggest measures to handle the barrier to effective team building. 10
26. 2056 Q.No. 5
Why is team building essential for the execution of a project? Explain the points to be considered in good team building. 10

27. 2056 Q.No. 6

What are the sources of conflicts? What are the ways the Project Manager follows to resolve conflicts? 10

COMPREHENSIVE ANSWER QUESTIONS

28. 2062 Q.No. 10

Define project team building? What are the common barriers that usually appear in project team development? Discuss. 5+10

WRITE SHORT NOTES ON:

29. 2066 Q.No. 8c

Functional organization 5

30. 2065 Q.No. 8 a

Time management 5

31. 2065 Q.No. 8 b

Matrix organization 5

32. 2064 Q.No. 8 (c)

Systems view of an organization 5

33. 2060 Q.No. 8 c / 2064 Q.No. 8 (b)

Time management in a project 5

34. 2059 Q.No. 8 a

Linear responsibility chart 5

35. 2057 Q.No. 8 a / 2060 Q.No. 8 b / 2063 Q.No. 8 (c)

Project authority 5

36. 2057 Q.No. 8 b

Project organization 5

5. PROJECT APPRAISAL AND CONTROL**SHORT ANSWER QUESTIONS**

1. 2069 Q.No. 7

State the concept of control in the project management. Explain the prerequisites of control system. [10]

2. 2069 Q.No. 8

Explain the World Bank's project evaluation techniques. [10]

3. 2068 Q.No. 5

What is project management information? How does it help in project control? 10

4. 2068 Q.No. 8

What is shadow pricing? Describe its use in project management. 10

5. 2064 Q.No. 7

What is project appraisal? Discuss the tools of project analysis and evaluation. 4+6

6. 2063 Q.No. 7

Describe the project monitoring and evaluation systems of INGOs in Nepal. 10

7. 2061 Q.No. 6

Explain the tools of project analysis. 10

8. 2060 Q.No. 6

What is project control system? Explain the prerequisites of control system. 4+6

9. 2059 Q.No. 2

What is the concept of project appraisal? Explain brief, how is it done? 10

10. 2059 Q.No. 7

Explain what are project control techniques. 10

11. 2057 Q.No. 3

State and explain the tools of project analysis. 10

12. 2057 Q.No. 6

What are the steps in project control system? Explain the control cycle. 10

13. 2056 Q.No. 7

What are the elements of control system? Explain its prerequisites. 10

COMPREHENSIVE ANSWER QUESTIONS

14. 2067 Q.No. 9

Why is project appraisal important? Discuss the project control system with suitable examples. 7.5 + 7.5

15. 2066 Q.No. 9

Explain the project monitoring and evaluation techniques employed in a World Bank project. 15

16. 2065 Q.No. 9

Why project monitoring and evaluation process is important? Discuss such process in the context of developing country like Nepal. 5+10

17. 2063 Q.No. 10

Discuss project analysis and evaluation techniques with suitable examples. 15

18. 2062 Q.No. 8

What is project evaluation? Discuss the project control techniques. 5+10

19. 2061 Q.No. 10

If you are appointed as a project manager of a project in Nepal, what techniques would you use to monitor and evaluate your project? 15

20. 2060 Q.No. 10

What is project appraisal and control? Discuss the tools that are used by project managers for project analysis and evaluation. 5+10

21. 2056 Q.No. 9

What is Project Management Information System? What are its basic objectives? Explain the criteria in designing PMS. 5+5+5

WRITE SHORT NOTES ON:

22. 2067 Q.No. 8 a

Work breakdown structure

23. 2065 Q.No. 8 c

Capital budgeting technique

24. 2062 Q.No. 8 a/ 2063 Q.No. 8 (b)

Shadow pricing

25. 2062 Q.No. 8 c

Project management information system

26. 2061 Q.No. 8 c

Network analysis

27. 2059 Q.No. 8 b

Project Control System

28. 2059 Q.No. 8 c

World Bank Project Evaluation Technique

29. 2058 Q.No. 8a/ 2066 Q.No. 8b

Work Breakdown Structure

30. 2058 Q.No. 8 b

PERT analysis

31. 2058 Q.No. 8 c

Project evaluation techniques followed by Asian Development Bank

32. 2056 Q.No. 8 a

LOB

33. 2056 Q.No. 8 b/ 2057 Q.No. 8 c/ 2060 Q.No. 8 a /2061 Q.No. 8 a/ 2066 Q.No. 8a

Cost-benefit analysis

34. 2056 Q.No. 8 c

Project monitoring and evaluation approach of INGO's.

6. PROJECT MANAGEMENT IN NEPAL

SHORT ANSWER QUESTIONS

1. 2068 Q.No. 7

State the benefits and limitations of project management in Nepal.

10

2. 2066 Q.No. 7
State and explain the network analysis as a project control technique with suitable example in Nepalese context. 10
3. 2063 Q.No. 6
Explain the benefits and limitations of project management in Nepal? 5+5
4. 2062 Q.No. 7
Trace the historical overview of project management in Nepal. 10
5. 2061 Q.No. 7
What are the benefits and limitations of project management in Nepal? 5+5
6. 2060 Q.No. 7
Explain the practical difficulties in project implementation in Nepal. 10

COMPREHENSIVE ANSWER QUESTIONS

35. 2069 Q.No. 10
Illustrate the project management areas in case in Nepal. What practical difficulties are there while implementing projects in Nepal? Discuss. [15]
7. 2068 Q.No. 9
Discuss the project management planning in Nepal. What are the major limitations of project management in our country? 15
8. 2067 Q.No. 10
Highlight on the present status of project management in Nepal. Discuss the advantages and limitations of project management in Nepal. 6+9
9. 2066 Q.No. 10
Why is project management important in Nepal? Discuss the advantages and difficulties of implementation of a project in Nepal. 5+10
10. 2065 Q.No. 10
Why is project management important? Discuss the practical difficulties in implementing projects in Nepal. 5+10
11. 2064 Q.No. 9
What is project management system? Discuss the problems and prospects of project management in Nepal. 5+10
12. 2063 Q.No. 9
Give an overview of project management and discuss the practical difficulties in project implementation in Nepal. 5+10
13. 2059 Q.No. 10
How is the project planning done in Nepal? Discuss the practical difficulties in project implementation in Nepal? 15
14. 2058 Q.No. 10
How is project managed in developing countries? Explain in details the practical difficulties in project implementation in Nepal. 15
15. 2057 Q.No. 10
Discuss how projects are developed in Nepal. What are the advantages and limitations of project in Nepal? 5+10
16. 2056 Q.No. 10
Briefly trace the review of project management in Nepal. Explain the benefits and limitations in project implementation in Nepal. 10+5

WRITE SHORT NOTES ON:

17. 2061 Q.No. 8 b
Project management planning in Nepal 5