

MBFM 3004 R

M.B.A. DEGREE EXAMINATION, MAY 2026.

Third Semester

Finance Management

PROJECT MANAGEMENT

(2023 onwards)

Time : Three hours

Maximum : 75 marks

PART A — ($5 \times 4 = 20$ marks)

Answer any FIVE questions.

1. How to choosing the appropriate Project Management Structure impact a project's success?
2. How would you compare the roles of project portfolio management and project management in achieving organizational goals?
3. What is the formula for calculating Net Present Value (NPV)?
4. What is the formula for calculating the Payback Period for a project?

PART B — ($5 \times 8 = 40$ marks)

Answer any FIVE questions.

9. How would you differentiate between general and specific opportunity studies in the context of project feasibility?
10. Analyze how project constraints might influence the flow of project resources from planning to completion
11. How would you apply Social Cost-Benefit Analysis to evaluate a project with significant social impacts?
12. Scenario: A project faces constraints that delay its timeline. The project was initially planned for 12 months, but due to delays, it is extended by 4 months in the pre-investment phase and 2 months in the investment phase.

Question: Determine the new total project duration after considering these delays.

13. Analyze how commercial profitability and national profitability can differ in a project evaluation.

14. A project requires resource allocation for three responsibilities:

Responsibility 1: 50 hours

Responsibility 2: 30 hours

Responsibility 3: 40 hours

If you have a total of 100 hours available for resource allocation, how many hours of resources will be left after allocating to all three responsibilities?

15. Analyze how situational factors, such as team size and project complexity, can affect team development and performance.

16. A project team has five members. Each member is assigned the following number of hours for project tasks:

Member 1: 20 hours

Member 2: 15 hours

Member 3: 18 hours

Member 4: 22 hours

Member 5: 17 hours

Calculate the total number of hours allocated to the project by all team members combined.

PART C — (1 × 15 = 15 marks)

Answer the following

Case study: Compulsory

17. Scenario: A construction firm is undertaking a large infrastructure project that involves several contractors and sub contractors. The project has been facing issues with delays due to external factors such as adverse weather conditions and

internal constraints like communication breakdowns between teams.

Question: Evaluate how the company can use the Process Breakdown Structure (PBS) and Responsibility Matrices to improve project management and reduce delays. Discuss how these tools can be employed to clearly define project tasks, allocate responsibilities, and streamline communication among all stakeholders. Additionally, propose strategies to mitigate the impact of external delays and internal constraints on the project time line.