



INTERNATIONAL INSTITUTE OF  
HEALTH MANAGEMENT RESEARCH

**Post Graduate Diploma in Management (Hospital & Health Management)  
PGDM – 2022-24 Batch**

**Term – 2<sup>nd</sup> Year - 4<sup>th</sup> Term Examinations**

<b>Course &amp; Code</b>	<b>: Healthcare Software Project Management-HIT 702</b>	<b>Reg. No.</b>	<b>:</b>
<b>Term &amp; Batch</b>	<b>: IV, 2022-24</b>	<b>Date</b>	<b>: October 04, 2023</b>
<b>Duration</b>	<b>: 3 Hrs.</b>	<b>Max. Marks</b>	<b>: 70</b>

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**Instructions:**

- Budget your time as per the marks given for each question and write your answer accordingly.
  - Don't write anything on the Question Paper except writing your Registration No.
  - Mobile Phones are not allowed even for computations.
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**Part A: Q. 1 to Q.10 (10 questions\*1 marks = 10 marks).**

1. Which of the following is not considered as a risk in project management?
  - a) Specification delays
  - b) Product competition
  - c) Testing
  - d) Staff turnover
2. Which of the following costs is not part of the total effort cost?
  - a) Costs of networking and communications
  - b) Costs of providing heating and lighting office space
  - c) Costs of lunch time food
  - d) Costs of support staff
3. Which one is not a risk management activity?
  - a) Risk assessment
  - b) Risk generation
  - c) Risk control
  - d) None of the mentioned
4. Which of the following term is best defined by the statement: "There will be a change of organizational management with different priorities."?
  - a) Staff turnover
  - b) Technology change
  - c) Management change
  - d) Product competition

**Contd...2..**

5. \_\_\_\_\_ is not a project manager's activity.
  - a) Project design
  - b) Project management
  - c) Project planning
  - d) Project control
6. What is the first step in project planning?
  - (a) Determine the budget
  - (b) Determine project constraints
  - (c) Inspect the deliverables
  - (d) Establish the objectives and scope
7. Different activity of a project management is
  - a) Project planning
  - b) Project monitoring
  - c) Project control
  - d) All of the above
8. Effective software project management focuses on
  - a) People, Performance, Payoff, Product
  - b) People, Product, Process, Project
  - c) People, Process, Payoff, Product
  - d) People, Product, Performance, Process
9. Which of the following is not considered a stakeholder in the software process?
  - a) Project Managers
  - b) End-Users
  - c) Customers
  - d) Sales People
10. Small agile teams have no place in modern software development
  - a) True
  - b) False

**Part B: Q.11 to Q.16 (4 questions \*5 Marks =20 Marks) Attempt any four.**

11. What is contract management? Explain the different stages in contract placement.
12. What are the steps involved in identification of project scope?
13. Define activity. What is Activity –on- arrow (AOA) and Activity-on-node (AON)? What are the different approaches used in identifying activities?
14. Discuss the change control procedures in detail

15. Differentiate between risk planning, risk avoidance, risk reduction, risk acceptance
16. As a project manager, prioritize the characteristics that you would look for in a software developer while trying to select personnel for your team. Discuss how to successfully build and manage a virtual team.

**Part C: Q.17 to Q.21 (4 questions \*10 Marks =40 Marks) Attempt any four.**

17. Scope and deliverables of software projects are changed frequently. This has severe implications on the projects. How can a project manager minimize their impact on the project? How the risks are evaluated & Control in software projects?
18. What is project schedule? Explain the stages of project schedules.
19. Explain the earned value management methods. How Earned value management is calculated in MS Project Management Software
20. Explain in detail how to closed the projects
21. RELIABLE CONSTRUCTION COMPANY has just made the winning bid of Rs.5.4 million to construct a new hospital for a major hospital chain. The hospital chain needs the hospital to go into operation within a year. Therefore, the contract includes the following provisions: • A penalty of Rs. 300,000 if Reliable has not completed construction by the deadline 47 weeks from now. • To provide additional incentive for speedy construction, a bonus of Rs. 150,000 will be paid to Reliable if the plant is completed within 40 weeks. Reliable is assigning its best construction manager, David Pert, to this project to help ensure that it stays on schedule. He looks forward to the challenge of bringing the project in on schedule, and perhaps even finishing early. However, since he is doubtful that it will be feasible to finish within 40 weeks without incurring excessive costs, he has decided to focus his initial planning on meeting the deadline of 47 weeks. Mr. Pert will need to arrange for a number of crews to perform the various construction activities at different times. Table 10.1 shows his list of the various activities.

**TABLE 10.1 Activity list for the Reliable Construction Co. project**

Activity	Activity Description	Immediate Predecessors	Estimated Duration
A	Excavate	—	2 weeks
B	Lay the foundation	A	4 weeks
C	Put up the rough wall	B	10 weeks
D	Put up the roof	C	6 weeks
E	Install the exterior plumbing	C	4 weeks
F	Install the interior plumbing	E	5 weeks
G	Put up the exterior siding	D	7 weeks
H	Do the exterior painting	E, G	9 weeks
I	Do the electrical work	C	7 weeks
J	Put up the wallboard	F, I	8 weeks
K	Install the flooring	J	4 weeks
L	Do the interior painting	J	5 weeks
M	Install the exterior fixtures	H	2 weeks
N	Install the interior fixtures	K, L	6 weeks

Mr. Pert now wants to develop answers to the following questions. Can you help?

1. How can the project be displayed graphically to better visualize the flow of the activities?
2. What is the total time required to complete the project if no delays occur?
3. When do the individual activities need to start and finish (at the latest) to meet this project completion time?
4. When can the individual activities start and finish (at the earliest) if no delays occur?
5. Which are the critical bottleneck activities where any delays must be avoided to prevent delaying project completion?
6. For the other activities, how much delay can be tolerated without delaying project completion?
7. Given the uncertainties in accurately estimating activity durations, what is the probability of completing the project by the deadline?
8. If extra money is spent to expedite the project, what is the least expensive way of attempting to meet the target completion time (40 weeks)?
9. How should ongoing costs be monitored to try to keep the project within budget?