


Name:			
Enrolment No:			
<div><div>UPES End Semester Examination, May 2025</div><div>Course: Project Management Program: INTBCOM_H_MBA Course Code: LSCM3001</div><div>Semester: VI Time : 03 hrs. Max. Marks: 100</div></div>			
Instructions:			
SECTION A 10Qx2M=20Marks			
S. No.		Marks	CO
Q 1	During the transition from the Executing to the Monitoring & Controlling phase, which failure is most likely to result in unnoticed schedule and cost deviations? a) Skipping performance baseline comparisons b) Over-engaging stakeholders in informal reviews c) Over-planning risk management activities d) Completing too many deliverables	2	CO1
Q 2	Explain the meaning and importance of a Risk Register in project management.	2	CO1
Q 3	What is a Gantt Chart, and how is it used in project scheduling?	2	CO1
Q 4	What is the purpose of a kick-off meeting in project management?	2	CO1
Q 5	Define the following terms a) Scope Creep b) Project Charter	2	CO1
Q 6	What is a burn-down chart, and in which project management methodology is it most used?	2	CO1
Q 7	Define “Kanban”.	2	CO1
Q 8	Explain the purpose of a feasibility study in project initiation.	2	CO1
Q 9	Explain the term earned value in project performance measurement.	2	CO1
Q 10	Define the following project management terms: a) Triple Constraint b) Baseline	2	CO1

SECTION B								
4Qx5M= 20 Marks								
Q 11	Examine the role of a scrum master in Agile project management.			5	CO2			
Q 12	Summarize the key steps involved in the risk management process for projects.			5	CO2			
Q 13	Explain the key project management knowledge areas defined in the PMBOK Guide by PMI.			5	CO2			
Q 14	Discuss the Net Present Value (NPV) and Internal Rate of Return (IRR) methods and their application in project evaluation.			5	CO2			
SECTION-C								
3Qx10M=30 Marks								
Q 15	Investigate the leading causes of project delays and failures in India, concerning public sector projects.			10	CO3			
Q 16	Analyze the features, advantages, and disadvantages of functional, matrix, and projectized organizational structures for managing projects.			10	CO3			
Q 17	Analyze the challenges associated with managing projects in a digitally driven environment.			10	CO3			
SECTION-D								
2Qx15M= 30 Marks								
Q 18	A project consists of the following activities, along with their respective durations, crash durations, normal costs, and crash costs:			15	CO4			
	Activity	Immediate Predecessor(s)	Normal Duration (weeks)			Crash Duration (weeks)	Normal Cost (Rs.)	Crash Cost (Rs.)
	A	-	7			4	1800	2100
	B	-	9			7	3500	3800
	C	B	5			4	2500	2625
	D	A	8			5	4000	4225
	E	C	9			8	3000	3325
	F	B	11			11	3000	3000
	The indirect cost per week is Rs. 310.							

	<ol style="list-style-type: none"> 1. Determine the normal project duration and identify the critical path. 2. Identify the optimal crashed project completion time by crashing the activities on the critical path within the available budget. 		
Q 19	<p>Compare Agile and Waterfall project management methodologies. Discuss how their approaches to project planning, execution, and stakeholder involvement differ, and explain how each impacts project flexibility, risk management, and overall success.</p> <p style="text-align: center;">OR</p> <p>Analyze the key benefits that Kanban offers to teams and organizations, particularly in managing workflow and improving efficiency. How can these benefits contribute to overall productivity?</p>	15	CO4