



Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2022

Course: Project Management

Semester: VI

Program: BBA (DM/HRM/OGM) + B.Com. (Hons.) / B.Com. (BMI)

Time: 03 hrs.

Course Code: LSCM 3001

Max. Marks: 100

Instructions: Usage of calculator and graph paper allowed.

SECTION A
10Qx2M=20Marks

S. No.	Fill in the blanks, each carries 2 marks.	Marks	CO
Q 1	Statement of question		
1.1	A _____ is a temporary endeavor undertaken to create a unique product, service or result.	2	CO1
1.2	PMBOK stands for _____.	2	CO1
1.3	_____ divides a project into more and more detailed components.	2	CO1
1.4	The _____ is a project management technique using only one time factor per activity that enables managers to schedule, monitor, and control large and complex projects.	2	CO1
1.5	The _____ is the longest path among all the paths in the network diagram.	2	CO1
1.6	A code of ethics especially for project managers has been established by _____.	2	CO1
1.7	A project organization is most helpful for ongoing projects with no _____.	2	CO1
1.8	If cost of capital = IRR, then NPV becomes _____.	2	CO1
1.9	Assignment of any task to someone with powers formally passed on is termed as _____.	2	CO1
1.10	_____ is decreasing activity time in a network to reduce time on the critical path so total completion time reduced.	2	CO1

SECTION B
4Qx5M= 20 Marks

2.1	How triple constraints of project management are interrelated?	5	CO2
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2.2	What is the treatment of Force majeure conditions in project contracts?	5	CO2
2.3	Discuss the environmental impacts of large infrastructure projects.	5	CO2
2.3	Give an account of digital tools and softwares available for managing projects.	5	CO2

SECTION-C
3Qx10M=30 Marks

3.1	Describe the various phases of project life cycle, illustrate using neat and labelled diagram.	10	CO3																										
3.2	Select the project among following projects based on NPV criterion: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Project</th> <th rowspan="2">Initial Investment</th> <th colspan="5">Cash Inflow</th> </tr> <tr> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>INR 10 Lakhs</td> <td>3,00,000</td> <td>3,00,000</td> <td>3,00,000</td> <td>3,00,000</td> <td>3,00,000</td> </tr> <tr> <td>B</td> <td>INR 10 Lakhs</td> <td>1,00,000</td> <td>2,00,000</td> <td>3,00,000</td> <td>4,00,000</td> <td>5,00,000</td> </tr> </tbody> </table> <p>Given that, Cost of Capital = 10%</p>	Project	Initial Investment	Cash Inflow					Year 1	Year 2	Year 3	Year 4	Year 5	A	INR 10 Lakhs	3,00,000	3,00,000	3,00,000	3,00,000	3,00,000	B	INR 10 Lakhs	1,00,000	2,00,000	3,00,000	4,00,000	5,00,000	10	CO3
Project	Initial Investment			Cash Inflow																									
		Year 1	Year 2	Year 3	Year 4	Year 5																							
A	INR 10 Lakhs	3,00,000	3,00,000	3,00,000	3,00,000	3,00,000																							
B	INR 10 Lakhs	1,00,000	2,00,000	3,00,000	4,00,000	5,00,000																							
3.3	Discuss the qualities & competencies of a project manager. Explain citing examples from Indian & global context.	10	CO3																										

SECTION-D
2Qx15M= 30 Marks

4.1	A network consists of the following list. Times are given in weeks. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Task</th> <th>Duration (Days)</th> <th>Immediate Predecessors</th> <th>Total Budgeted Cost (\$000)</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>5</td> <td>None</td> <td>40</td> </tr> <tr> <td>B</td> <td>3</td> <td>A</td> <td>30</td> </tr> <tr> <td>C</td> <td>4</td> <td>A</td> <td>36</td> </tr> <tr> <td>D</td> <td>2</td> <td>C</td> <td>40</td> </tr> <tr> <td>E</td> <td>1</td> <td>B,D</td> <td>15</td> </tr> </tbody> </table> <p>a) Draw the network diagram and find the critical path. (5 marks) b) Draw the budget vs time curve using earliest start times. (5 marks) c) Draw the budget vs time curve using latest start times. (5 marks)</p>	Task	Duration (Days)	Immediate Predecessors	Total Budgeted Cost (\$000)	A	5	None	40	B	3	A	30	C	4	A	36	D	2	C	40	E	1	B,D	15	15	CO4
Task	Duration (Days)	Immediate Predecessors	Total Budgeted Cost (\$000)																								
A	5	None	40																								
B	3	A	30																								
C	4	A	36																								
D	2	C	40																								
E	1	B,D	15																								

4.2

Given the following project baseline budget, and status information, develop status report for periods 6, 8 and complete the performance indexes table.

Schedule Information						Baseline Budget Needs											
						Time Period											
					0	1	2	3	4	5	6	7	8	9	10	11	12
	Duration	ES	EF	LS	Total PV (\$000)												
A	4	0	5	1	40	10	10	10	10								
B	5	0	5	0	32	8	4	8	4	8							
C	4	4	10	2	48					12	12	12	12				
D	5	5	10	0	18						6	2	2	2	6		
E	3	5	10	2	28						8	8	12				
F	2	10	12	0	40											20	20
Total					206	18	14	18	14	20	26	22	26	2	6	20	20
Cumulative						18	32	50	64	84	110	132	158	160	166	186	206

15 CO4

a) Status report: Ending Period 6 (5 marks)

Task	% Complete	AC
A	100	35
B	100	24
C	75	24
D	0	0
E	50	10
Cumulative Totals		93

b) Status report: Ending Period 8 (5 marks)

Task	% Complete	AC
A	100	35
B	100	24
C	100	32
D	33	20
E	100	20
Cumulative Totals		131

c) Performance Indexes Summary (5 marks)

Period	EV	AC	PV	SPI	CPI
6	-	-	-	-	-
8	-	-	-	-	-