UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End- Semester Examination – May 2020

Program/course: BBA (OM, DM, & HR) **Semester – VI**

Subject: Project Management **Max. Marks : 100**
Code : LSCM-3001 **Duration : 3 Hrs.**
No. of page/s: 2

Section A: Attempt all questions (3 x 10 =30 marks)

Q1. Fill in the blanks. Each carry 3 mark.

(i) The time phased cumulative cost curve is _____ shaped.

(ii) A task has been assigned to, tm and tp as 4, 6 and 14 weeks respectively. The expected time for the activity is _____

(iii) _____ are unintentional side effects of an activity-affecting people other than those directly involved in the activity.

(iv) _____is the real economic price of projects, activities, goods, and services that may or may not have market price.

(v) _____ defines the project scope, the project goals, names the project manager, his directing authority and directs the team members for coordination.

(vi) Two approaches of conducting SCBA are ---------- and ----------

(vii) PMI stands for _____ and PMBOK for _____.

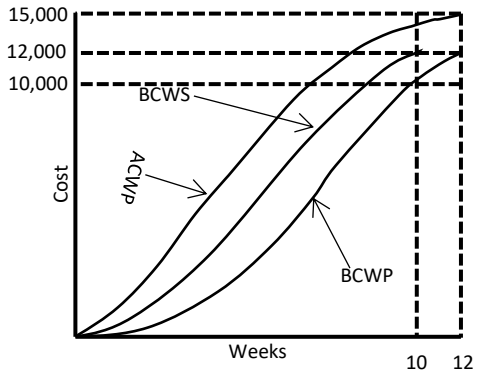
(viii) When time duration of an activity is deterministic we apply _____ , and when it is probabilistic we apply ---------- in Project execution analysis.

(ix) Nominal discount rate and the real discount rate are related as _____

(x) If cost of capital is same as internal rate of return, then Net Present Value of the project will be_____.

Section B: Attempt any five (5 x 10 = 50 Marks)

2. What is the definition of project according to PMI? Explain its various features and characteristics.
3. What is a contract? What are its essential features?
4. Explain various phases of project life cycle.
5. Consider the above set of S curves for a project. Determine CPI, SPI, and critical ratio at week 10 and at project completion



6. A project requires an initial capital investment of Rs. 2,00,00,000. The capital requirement is met through a financial institution which charges 11% annual interest rate. The projected annual cash inflows during the project life:

Year	1	2	3	4	5
Cash Inflow	30,00,000	50,00,000	80,00,000	50,00,000	25,00,000

There is an available opportunity of using intermediate cash inflows into another project, which has an IRR of 15%. The salvage value at the end of project life is Rs. 25,00,000; which will be available at the end of sixth year only.
Calculate the Modified NPV (MNPV) for the project. Hence, comment on the financial feasibility of the project.

7. Explain the structure of matrix organization and task force organization. Also, discuss their suitability and limitations.

Section C: Question 8 is compulsory (20 Marks)

8. Sharon Lowe, vice president for marketing for the Electronic Toys Company, is about to begin a project to design an advertising campaign for a new line of toys. She wants the project completed within 55 days in time to launch the advertising campaign at the beginning of the Christmas season. Sharon has identified the six activities (labeled A, B, . . ., F) needed to execute this project. The table below gives the precedence rule of each activity and the PERT three-time estimates. Find the probability of completing the project within 54 days. (Area under normal distribution are for z value less than1, =84.13%; for z value less than 2, =97.72%; for z value less than 3, =99.67%). No need to draw the network diagram on black board, just write all possible paths.

Activity	Preceding Activity	Optimistic Time Estimate	Most Likely Time Estimate	Pessimistic Time Estimate
A	-----	11 days	12 days	13 days
B	------	15 days	21 days	39 days
C	A	12 days	15 days	18 days
D	B	18 days	27 days	36 days
E	C	12 days	18 days	24 days
F	E	2 days	5 days	14 days