


<b>Name:</b>	
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, May 2022**

**Course: Project Management & Contract Administration**

**Program: MBA LSCM**

**Course Code: LSCM 8001**

**Semester: II**

**Time : 03 hrs.**

**Max. Marks: 100**

**Instructions:**

**SECTION A**  
**10Qx2M=20Marks**

S. No.	Attempt all questions in this section	Marks	CO
Q 1	Answer the following		
(a)	Arrows on an activity-on-node (AON) project network represent (i) An activity. (ii) Project flow. (iii) Dependency. (iv) Project flow and dependency.	2	CO1
(b)	The critical path in a project network is the (i) Shortest path through the network. (ii) Network path joining activities with zero total float (iii) Network path with the most difficult activities. (iv) Network path using the most resources.	2	CO1
(c)	Activities which can take place at the same time are termed (i) Parallel activity. (ii) Critical path. (iii) Burst activity. (iv) Merge activity.	2	CO1
(d)	Calculate the earliest start for Task B if its predecessor, Task A, finishes on day 3 and the duration of Task B is 2 days. (i) day 5 (ii) day 3 (iii) day 1 (iv) Cannot be calculated based upon information given.	2	CO1
(e)	Jose is looking at a document that outlines the specific deliverables and sub deliverables required to complete the writing of a technical support manual. He is most likely viewing the (i) Responsibility matrix. (ii) Organization breakdown structure. (iii) Work breakdown structure. (iv) Priority matrix.	2	CO1

(f)	The integration of the lowest level of the WBS with the organizational units responsible for performing the work is known as (i) Responsibility matrix. (ii) Organization breakdown structure. (iii) Work breakdown structure. (iv) Priority matrix.	2	CO1
(g)	The project scope statement indicates that the client is responsible for training the people who will be using the equipment and that the project team will train the client's trainers. This is an example of (i) Project objectives. (ii) Deliverables. (iii) Project exclusions. (iv) Technical requirements.	2	CO1
(h)	When work packages are integrated with organizational units, a control point is created called a (i) Responsibility matrix. (ii) Priority matrix. (iii) Work package. (iv) Cost account.	2	CO1
(i)	Project objectives, in general, are (i) scope, cost, time only (ii) quality, scope, schedule only (iii) customer satisfaction, budget, schedule only (iv) any measurable success criteria	2	CO1
(j)	Lowest level component of WBS is (i) activities (ii) programs (iii) work packages (iv) levels of effort	2	CO1

**SECTION B**  
**4Qx5M= 20 Marks**

Q	<b>Attempt all questions</b>		
1	What is the difference between project, program and portfolio? Explain with examples?	5	CO2
2	Define contract, types of contract & force majeure?	5	CO2
3	You are in charge of organizing a dinner-dance concert for a local charity. You have reserved a hall that will seat 30 couples and have hired a jazz combo. Develop a scope statement for this project that contains examples of all the elements. Assume that the event will occur in 4 weeks and provide your best guess estimate of the dates for milestones.	5	CO2
4	Define the various types of projects on the basis of balancing the portfolio for	5	CO2

risks & types of projects?

**SECTION-C**  
**3Qx10M=30 Marks**

**Q Attempt all questions**

5 You have signed a contract to build a garage for the Simpsons. You will receive a \$500 bonus for completing the project within 15 working days. The contract also contains a penalty clause in which you will lose \$100 for each day the project takes longer than 15 working days.

Draw a project network given the information below. Complete the forward and backward pass, compute the activity slack, and identify the critical path. Do you expect to receive a bonus or a penalty on this project?

ID	Description	Predecessor	Time (days)
A	Pour foundation	None	3
B	Erect frame	A	4
C	Roof	B	4
D	Windows	B	1
E	Doors	B	1
F	Electrical	B	3
G	Rough-in frame	C, D, E, F	2
H	Door opener	E, F	1
I	Paint	G, H	2
J	Cleanup	I	1

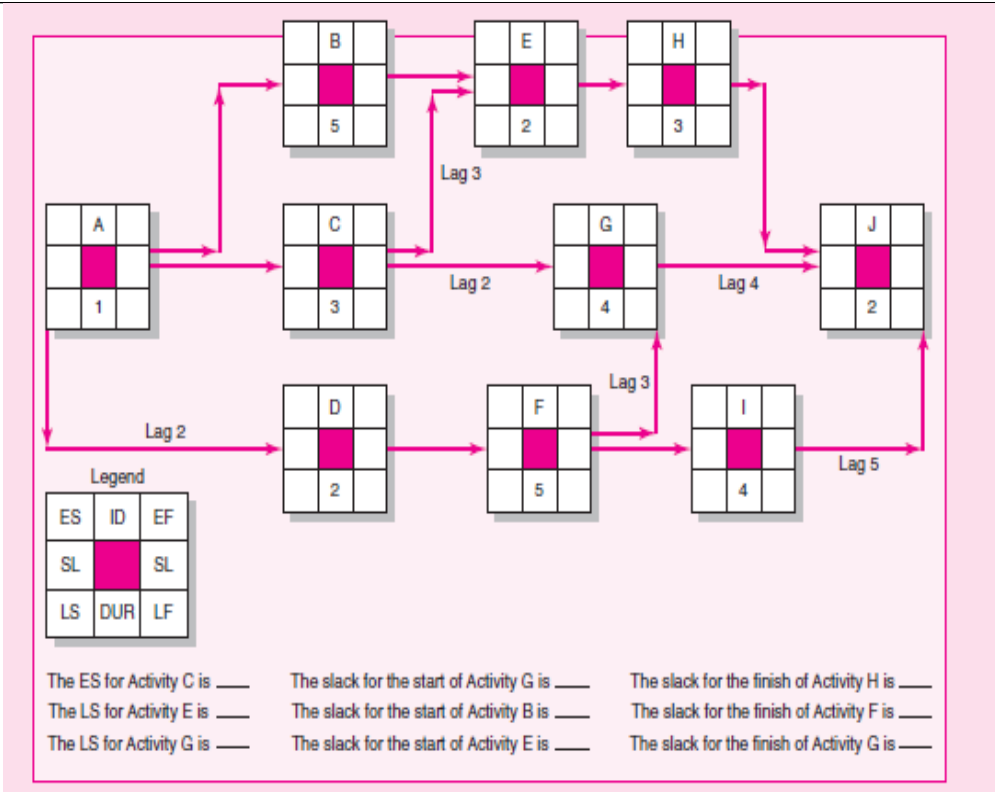
**10**

**CO3**

6 Given the network below, compute the early, late, and slack time for each activity.

**10**

**CO3**



7 Consider the data of a project summarized below

10 CO3

Activity	Immediate Predecessor(s)	Duration(weeks)		
		Optimistic Time	Most likely	Pessimistic time
A	-	4	4	10
B	-	1	2	9
C	-	2	5	14
D	A	1	4	7
E	A	1	2	3
F	A	1	5	9
G	B,C	1	2	9
H	C	4	4	4
I	D	2	2	8

J	E,G	6	7	8		
<p>(a) Construct the project network  (b) Determine the expected duration and the variance of each activity  (c) Find the critical path and the expected project completion time  (d) What is the probability of completing the project on or before 35 weeks</p>						

**SECTION-D**  
**2Qx15M= 30 Marks**

Q	<b>Read the case &amp; attempt all questions</b>		
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**A Day in the Life**

Rachel, the project manager of a large information systems project, arrives at her office early to get caught up with work before her co-workers and project team arrive. However, as she enters the office she meets Neil, one of her fellow project managers, who also wants to get an early start on the day. Neil has just completed a project overseas. They spend 10 minutes socializing and catching up on personal news.

It takes Rachel 10 minutes to get to her office and settle in. She then checks her voice mail and turns on her computer. She was at her client's site the day before until 7:30 p.m. and has not checked her e-mail or voice mail since 3:30 p.m. the previous day. There are 7 phone messages, 16 e-mails, and 4 notes left on her desk. She spends 15 minutes reviewing her schedule and "to do" lists for the day before responding to messages that require immediate attention.

Rachel spends the next 25 minutes going over project reports and preparing for the weekly status meeting. Her boss, who just arrived at the office, interrupts her. They spend 20 minutes discussing the project. He shares a rumor that a team member is using stimulants on the job. She tells him that she has not seen anything suspicious but will keep an eye on the team member.

The 9:00 a.m. project status meeting starts 15 minutes late because two of the team members have to finish a job for a client. Several people go to the cafeteria to get coffee and doughnuts while others discuss last night's baseball game. The team members arrive, and the remaining 45 minutes of the progress review meeting surface project issues that have to be addressed and assigned for action.

After the meeting Rachel goes down the hallway to meet with Victoria, another IS project manager. They spend 30 minutes reviewing project assignments since the two of them share personnel. Victoria's project is behind schedule and in need of help. They broker a deal that should get Victoria's project back on track. She returns to her office and makes several phone calls and returns several e-mails before walking downstairs to visit with members of her project team. Her intent is to follow up on an issue that had surfaced in the status report meeting. However, her simple, "Hi guys, how are things going?" elicits a stream of disgruntled responses from the "troops." After listening patiently for over 20 minutes, she realizes that among other things several of the client's managers are

beginning to request features that were not in the original project scope statement. She tells her people that she will get on this right away.

Returning to her office she tries to call her counterpart John at the client firm but is told that he is not expected back from lunch for another hour. At this time, Eddie drops by and says, "How about lunch?" Eddie works in the finance office and they spend the next half hour in the company cafeteria gossiping about internal politics. She is surprised to hear that Jonah Johnson, the director of systems projects, may join another firm. Jonah has always been a powerful ally. She returns to her office, answers a few more e-mails, and finally gets through to John. They spend 30 minutes going over the problem. The conversation ends with John promising to do some investigating and to get back to her as soon as possible.

Rachel puts a "Do not disturb" sign on her door, and lies down in her office. She listens to the third and fourth movement of Ravel's string quartet in F on headphones.

Rachel then takes the elevator down to the third floor and talks to the purchasing agent assigned to her project. They spend the next 30 minutes exploring ways of getting necessary equipment to the project site earlier than planned. She finally authorizes express delivery.

When she returns to her office, her calendar reminds her that she is scheduled to participate in a conference call at 2:30. It takes 15 minutes for everyone to get online.

During this time, Rachel catches up on some e-mail. The next hour is spent exchanging information about the technical requirements associated with a new version of a software package they are using on systems projects like hers.

Rachel decides to stretch her legs and goes on a walk down the hallway where she engages in brief conversations with various co-workers. She goes out of her way to thank Chandra for his thoughtful analysis at the status report meeting. She returns to find that John has left a message for her to call him back ASAP. She contacts John, who informs her that, according to his people, her firm's marketing rep had made certain promises about specific features her system would provide. He doesn't know how this communication breakdown occurred, but his people are pretty upset over the situation. Rachel thanks John for the information and immediately takes the stairs to where the marketing group resides.

She asks to see Mary, a senior marketing manager. She waits 10 minutes before being invited into her office. After a heated discussion, she leaves 40 minutes later with Mary agreeing to talk to her people about what was promised and what was not promised.

She goes downstairs to her people to give them an update on what is happening. They spend 30 minutes reviewing the impact the client's requests could have on the project schedule. She also shares with them the schedule changes she and Victoria had agreed to. After she says good night to her team, she heads upstairs to her boss's office and spends 20 minutes updating him on key events of the day. She returns to her office and spends 30 minutes reviewing e-mails and project documents. She logs on to the MS project schedule of her project and spends the

	next 30 minutes working with “what-if” scenarios. She reviews tomorrow’s schedule and writes some personal reminders before starting off on her 30-minute commute home.		
8	How effectively do you think Rachel spent her day?	<b>15</b>	<b>CO4</b>
9	What does the case tell you about what it is like to be a project manager?	<b>15</b>	<b>CO4</b>