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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, March 2018

Program: BBA (OG/DM)	**Semester – VI**
Subject (Course): Project Management	**Max. Marks : 100**
Course Code : BBCG 108	**Duration : 3 Hrs**
No. of page/s: 5 (Five)	

SECTION - A

1. Attempt all the questions. Each question carries 2 marks only.

a) Discuss technical competencies of a project manager.

b) Discuss the significance of Risk Register

c) Formula of cost slope is…….....

d) Define Dummy Activity

e) Discuss Procurement Management Process

f) Define Murphy's Law.

g) Discuss significance of BEP.

h) Define SLA.

i) Discuss the importance of EPC.

j) Define HACCP **10 x 2=20**

SECTION B

Attempt any four questions out of the following. Each carries 5 marks.

2. Discuss risk management process.

3. Differentiate NPV from IRR.

4. Discuss the critical success factors for any Oil & Gas/ Digital Marketing project.

5. Discuss the role of project organization structure.

6**.** Discuss the role of local stakeholders with specific illustration.

SECTION C

Attempt any THREE questions out of the following. Each carries 10 marks.

7.

ACTIVITY	Immediate predecessor(s)	Time Estimates		
		Optimistic (a)	Most Likely (m)	Pessimistic (b)
A	-	4	6	8
B	-	2	3	4
C	-	5	5	5
D	A	8	10	12
E	A	4	5	6
F	B,E	5	6	7
G	C	5	8	11
H	C	6	8	10
I	D	7	7	13
J	F,G	8	10	12
K	H	2	3	4
L	K	4	5	6

a) Draw the project network

b) Find the critical path and corresponding expected project completion time.

c) Determine EST and EFT.

d) What is the probability that the project will be completed in 28 weeks?

8. Describe components of Marketing and Technical feasibility for any project you are familiar with.

9. A project consists of 7 activities whose details are shown in following table including immediate predecessor(s), optimistic estimate (a), most likely estimate (m), pessimistic estimate (b) and manpower requirement.

Activity	**1-2**	**1-3**	**2-6**	**3-4**	**4-5**	**4-6**	**5-6**
Optimistic Time Estimate (a)	2	3	3	1	3	4	5
Most Likely Time Estimate (m)	3	3	5	4	6	7	6
Pessimistic Time Estimate (b)	4	3	7	7	9	10	7
Manpower Requirement	7	8	5	15	11	5	10

a) Draw the network diagram.
b) Determine EST and LFT for each activity.
c) Name the activities which can be delayed without affecting the project duration.

10. Attempt the following:

Which is the best project among the following projects according to NPV OR Payback period? (Given that Cost of capital is 15%) The cash flows for these projects are as follows:

Project	Initial Investment	Year 1	Year 2	Year 3	Year 4	Year 5
A	10,000	6,000	4,000	3,000	3,000	3,000
B	10,000	3,000	3,000	6,000	6,000	6,000
C	12,000	3,000	4,000	5,000	8,000	8,000

(All figures in Million USD)

SECTION D

11. Attempt the following Case:

Tom Bray

Tom Bray was mulling over today's work schedule as he looked across the bay at the storm that was rolling in. It was the second official day of the Pegasus project and now the real work was about to begin. Pegasus was a two-month renovation project for AtlantiCorp, a major financial institution headquartered in Boston, Massachusetts. Tom's group was responsible for installing the furniture and equipment in the newly renovated accounts receivable department on the third floor.

The Pegasus project was a dedicated project team formed out of AtlantiCorp facilities department with Tom as the project lead.

Tom was excited because this was his first major league project and he was looking forward to practicing a new management style—MBWA i.e. Management By Wandering Around. He had been exposed to MBWA in a business class in college, but it wasn't until he attended an AtlantiCorp leadership training seminar that he decided to change how he managed people. The trainer was devout MBWA champion ("You can't manage people from a computer!"). Furthermore, the testimonies from his peers reinforced the difference that MBWA can make when it comes to working on projects. Tom had joined the facilities group at AtlantiCorp five years earlier after working for EDS for six years. He quickly demonstrated technical competences and good work habits. He was encouraged to take all the internal project management workshops offered by AtlantiCorp. On his last two projects he served as assistant project manager responsible for procurement and contract management. He had read books about the soft side of project management and MBWA made sense—after all, people not tools get projects done. His boss had told him he needed to refine his people skills and work on developing rapport with team members. MBWA seemed like a perfect solution. Tom reviewed the list of team member names; some of the foreign names were real tongue twisters. For example, one of his better workers was from Thailand and her name was Pinyarat Sirisomboonsuk. He practiced saying "Pin-ya-raˇt See-re --som-boon-sook." He got up, tucked in his shirt, and walked out of his office and down to the floor where his team was busy unloading equipment. Tom said "Hi" to the first few workers he met until he encountered Jack and three other workers. Jack was busy pulling hardware out of a box while his teammates were standing around talking. Tom blurted, "Come on guys, we've got work to do." They quickly separated and began unloading boxes. The rest of the visit seemed to go well. He helped Shari unload a heavy box and managed to get an appreciative grin from Pinyarat when he almost correctly pronounced her name. Satisfied, Tom went back up to his office thinking that MBWA wouldn't be that tough to do. After responding to e-mail and calling some vendors, Tom ventured back out to see how things were going downstairs. When he got there, the floor was weirdly quiet. People were busy doing their work and his attempts at generating conversation elicited stiff responses. He left thinking that maybe MBWA is going to be tougher than he thought.

Attempt the following questions:

1. What do you think about MBWA style? Would you also like to practice MBWA as a project manager?

2. What should Tom do next and why?

3. What can be learned from this case? How Tom could manage change effectively?

3x10 = 30