Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2022

Course: Project Management **Semester: III**
Program: MBA(PM), MBA(AVM), MBA(O&G) **Time: 03 Hrs.**
Course Code: LSCM 8001 **Max. Marks: 100**
Instructions: Usage of calculator and graph paper allowed.

SECTION A
10Qx2M= 20 Marks

S. No.		Marks	CO
Q 1	Define in one line, each carries 2 marks.		
1.1	Project	**2**	**CO1**
1.2	WBS	**2**	**CO1**
1.3	PMI	**2**	**CO1**
1.4	Project Life Span	**2**	**CO1**
1.5	S-Curve	**2**	**CO1**
1.6	Project Risk	**2**	**CO1**
1.7	Crashing	**2**	**CO1**
1.8	Force Majeure	**2**	**CO1**
1.9	Project Stakeholders	**2**	**CO1**
1.10	Work Package	**2**	**CO1**

SECTION B
4Qx5M= 20 Marks

2.1	Describe various stages of project life cycle & their outcomes diagrammatically.	**5**	CO2
2.2	Explain the components of non-financial evaluation of projects.	**5**	CO2
2.3	Distinguish between Fixed Price contracts and Cost Reimbursable contracts	5	CO2
2.4	Discuss the challenges in managing projects in digital era.	**5**	CO2

SECTION-C
3Qx10M= 30 Marks

3.1	The projected annual cash inflows of a project are as follows: Year | 1 | 2 | 3 | 4 | 5 Cash Inflow | 20,00,000 | 30,00,000 | 40,00,000 | 30,00,000 | 20,00,000 The salvage value at the end of project life is Rs. 20,00,000 and cost of capital is 12%. Should the project be accepted based on NPV criterion?	**10**	**CO3**
3.2	Discuss the major causes of project failures and delay in India with special reference to public sector projects.	**10**	**CO3**
3.3	How we measure project risk? Explain the process of project risk management.	**10**	**CO3**

SECTION-D
2Qx15M = 30 Marks

<table>
<tr><td>4.1</td><td>Consider the data of a project shown in the following table.

<table><tr><th rowspan="2">Activity</th><th rowspan="2">Immediate predecessor(s)</th><th colspan="2">Time (weeks)</th><th colspan="2">Cost (Rs.)</th></tr><tr><th>Normal</th><th>Crash</th><th>Normal</th><th>Crash</th></tr><tr><td>A</td><td>-</td><td>7</td><td>4</td><td>1800</td><td>2100</td></tr><tr><td>B</td><td>-</td><td>9</td><td>7</td><td>3500</td><td>3800</td></tr><tr><td>C</td><td>B</td><td>5</td><td>4</td><td>2500</td><td>2625</td></tr><tr><td>D</td><td>A</td><td>8</td><td>5</td><td>4000</td><td>4225</td></tr><tr><td>E</td><td>C</td><td>9</td><td>8</td><td>3000</td><td>3325</td></tr><tr><td>F</td><td>B</td><td>11</td><td>11</td><td>3000</td><td></td></tr></table>
If the indirect cost per week is Rs. 310, find the optimal crashed project completion time.</td><td>15</td><td>CO4</td></tr>
<tr><td>4.2</td><td>Plan the execution of the optimally crashed project in 4.1 with the help of a Gantt Chart and prepare the cost baseline.</td><td>15</td><td>CO4</td></tr>
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