

Name:
Enrolment No:



School of Business
UPES

End-Semester Examination, December 2023

Program: BBA(OGM)+BBA(GES)+BBA(ABD)
Subject/Course: Project Management
Course Code: LSCM3001

Semester: V
Max. Marks: 100
Duration: 3 Hours

SECTION A
10Qx2M=20Marks

1. Instruction: Select the correct answer(s)/answer.

Q. No.		Marks	CO
Q1.1	What is to be prepared as a first step to avail finance for a new project? A. Detailed Report B. Project Report C. Promoter's biodata D. Summary	2	CO1
Q1.2	18. Concerning a project, resources refer to: A. Manpower B. Machinery C. Materials D. All the above	2	CO1
Q1.3	Functional type of structure is divided into departments based on A. functions B. processed. C. human relations D. planning	2	CO1
Q1.4	The cultural implications of the project are examined by: A. economic feasibility B. cultural feasibility C. technical feasibility	2	CO1

	D. marketing feasibility		
Q1.5	<p>Which of the following is not correct about the initial phase of a project?</p> <p>A. The cost associated at the beginning of the project is the highest.</p> <p>B. Stakeholders have maximum influence during this phase.</p> <p>C. The highest uncertainty is at this stage of the project.</p> <p>D. All the above statements are correct.</p>	2	CO1
Q1.6	<p>If the Earned Value is equal to the Actual Cost, it means:</p> <p>A. Project is on budget and on schedule.</p> <p>B. Schedule Variance Index is 1</p> <p>C. There is no schedule variance.</p> <p>D. There is no cost variance</p>	2	CO1
Q1.7	<p>Which of the following is not true for a Responsibility Assignment Matrix (RAM):</p> <p>A. Defines what project team is responsible for each WBS component.</p> <p>B. Defines what project member is responsible for each activity.</p> <p>C. Text description of roles, responsibilities, authorities</p> <p>D. Defines all people associated with each activity</p>	2	CO1
Q1.8	<p>During which stage of Risk planning are risks prioritized based on probability and impact?</p> <p>A. Identify Risks</p> <p>B. Plan Risk responses</p> <p>C. Perform Qualitative risk analysis.</p> <p>D. Perform Quantitative risk analysis</p>	2	CO1
Q1.9	<p>Which of the following is not an example of formal communication?</p> <p>A. Contract</p> <p>B. WhatsApp message</p> <p>C. Project status report</p> <p>D. Status meeting</p>	2	CO1
Q1.10	<p>Root Cause Analysis relates to:</p> <p>A. Process Analysis</p> <p>B. Quality Audits</p>	2	CO1

	C. Quality Control Measurements		
	D. Performance Measurements		

**SECTION B
(4X5=20 MARKS)**

Question 2:

Q2.1	Define and then list two differences between bottom-up and top-down estimating approaches.	5	CO2
Q2.2	For bottom-up and top-down approaches, under what conditions would you prefer one over the other?	5	CO2
Q2.3	How can you resource schedule a time-constrained project?	5	CO2
Q2.4	How can you resource schedule a resource-constrained project?	5	CO2

**SECTION C
(10X3= 30 MARKS)**

Question 3: Case Study for Q3.1, Q3.2, and Q 3.3

Nicolette Larson was loading the dishwasher with her husband, Kevin, and telling him about the first meeting of the Manchester United Tournament Organizing Committee. Larson, a self-confessed “soccer mom,” had been elected tournament director and was responsible for organizing the club’s first summer tournament.

Manchester United Soccer Club (MUSC), located in Manchester, New Hampshire, was formed in 1992 to bring recreational players to a higher level of competition and prepare them for the State Olympic Development Program and/or high school teams. The club currently has 24 boys and girls (ranging in age from under 9 to 16) on teams affiliated with the Hampshire Soccer Association and the Granite State Girls Soccer League. The club’s board of directors decided in the fall to sponsor a –summer invitational soccer tournament to generate revenue. Given the boom in youth soccer, hosting summer tournaments has become a popular method for raising funds. MUSC teams regularly compete in three to four summer tournaments at different locales in New England. These tournaments have been reported to generate between \$50,000 and \$70,000 for the host club.

MUSC needs additional revenue to refurbish and expand the number of soccer fields at the Rock Rimmon soccer complex. Funds would also be used to augment the club’s scholarship program, which provides financial aid to players who cannot afford the \$450 annual club dues.

Nicolette gave her husband a blow-by-blow account of what transpired during the first tournament committee meeting that night. She started the meeting by having everyone introduce themselves and proclaiming how excited she was that the club would sponsor its own tournament. She then suggested that the committee brainstorm what needed to be done to pull off the event; she would record their ideas on a flipchart.

What emerged was a free-for-all of ideas and suggestions. One member immediately stressed the importance of having qualified referees and spent several minutes describing how his son’s team was robbed in a poorly officiated championship game. Other stories of injustice on the soccer field followed this. Another member suggested they needed to contact the local colleges quickly to see if they could use their fields. The committee spent more than 30 minutes talking about how they should screen teams and how much they should charge as an entry fee. An argument arose over whether they should reward the winning teams in each age bracket with medals or trophies. Many members felt that medals were too cheap, while

others thought the trophies would be too expensive. Someone suggested that they seek local corporate sponsors to help fund the tournament. The proposed sale of tournament T-shirts and sweatshirts was followed by a general critique of the different shirt's parents had acquired at different tournaments. One member advocated recruiting an artist he knew to develop a unique silk-screen design for the tournament. The meeting adjourned 30 minutes late, with only half of the members remaining until the end. Nicolette drove home with seven sheets of ideas and a headache.

As Kevin poured a glass of water for the two aspirin Nicolette was about to take, he tried to comfort her by saying that organizing this tournament would be a big project unlike the projects he works on at his engineering and design firm. He offered to sit down with her the next night and help her plan the project. He suggested that the first thing they needed to do was to develop a WBS for the project.

Q3.1	Develop a draft of the work breakdown structure for the tournament (considering the major deliverables) that contains at least three levels of detail.	10	CO3
Q3.2	How would developing a WBS alleviate some problems during the first meeting and help Nicolette organize and plan the project?	10	CO3
Q3.3	How could Nicolette and her task force use the WBS to generate cost estimates for the tournament? Why would this be useful information?	10	CO3

**SECTION D
(15X2= 30 MARKS)**

Question 4. For Q4.1 and Q4.2

The project information for the custom order project of the Air Control Company is presented in Table 1.

Table 1

ID	Activity	Predecessor	Time (days)
A	Order review	None	2
B	Order standard parts	A	15
C	Produce standard parts	A	10
D	Design custom parts	A	13
E	Software development	A	18
F	Manufacture custom hardware	C, D	15
G	Assemble	B, F	10
H	Test	E, G	5

Q4.1	Draw an AON project network for this project. Compute the project completion time.	15	CO3
Q4.2	Compute the early and late activity times and the slack times. Identify the critical path.	15	CO3