


Name:			
Enrolment No:			
UPES End Semester Examination, December 2024			
Course: Project Management Program: BBA BCOM ALL_V Course Code: LSCM3001		Semester: V Time: 03 hrs. Max. Marks: 100	
Instructions:			
SECTION A 10Qx2M=20Marks			
S. No.	Answer all the questions	Marks	CO
Q 1	Identify the main characteristics of a project.	2	CO1
Q 2	A project manager assesses progress using Earned Value Management (EVM) metrics. The project has a Planned Value (PV) of \$150,000, an Earned Value (EV) of \$135,000, and an Actual Cost (AC) of \$160,000. If the Schedule Performance Index (SPI) is used to evaluate the project's timing, what does it indicate, and what action should the project manager consider?	2	CO1
Q 3	What is the difference between 'scope' and 'deliverables' in project management?	2	CO1
Q 4	Define 'Work Breakdown Structure (WBS)' and its purpose in project management.	2	CO1
Q 5	Explain the term 'critical path' in project scheduling.	2	CO1
Q 6	<p>In a projectized organization, the project manager's role and authority are typically characterized by:</p> <ul style="list-style-type: none"> a) Limited decision-making power, with functional managers controlling resources and project direction. b) Full authority over project resources, execution, and decision-making, with minimal involvement from functional managers. c) Responsibility for coordinating cross-functional tasks, but no authority over resource allocation or project execution. d) Solely responsible for project initiation and planning, without involvement in execution or resource management. 	2	CO1

Q 7	What is 'float' in project management, and how does it impact the scheduling and completion of a project?	2	CO1
Q 8	<p>In the Earned Value Management (EVM) context, which of the following statements about the Cost Performance Index (CPI) is correct if a project has a CPI of 0.85?</p> <p>a) The project is under budget, as it is achieving 85% cost efficiency relative to the planned budget.</p> <p>b) The project is over budget, as the actual costs are 15% higher than the earned value.</p> <p>c) The project's cost variance is positive, indicating a favourable budget position.</p> <p>d) The project's CPI will always increase, given the fixed planned and actual costs.</p>	2	CO1
Q 9	Identify the two biggest challenges in managing a Virtual project team.	2	CO1
Q 10	A company invests \$200,000 in a project expected to generate cash inflows of \$50,000 annually. What is the payback period for the project, and what does it indicate?	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q 11	Identify the key characteristics of a “Hybrid organization” and discuss the benefits and challenges of combining both functional and projectized structures.	5	CO2
Q 12	Explain the process of project tendering in construction or infrastructure projects.	5	CO2
Q 13	Explain how the level of uncertainty changes from the Initiation phase to the Planning phase in the project life cycle and discuss why managing this uncertainty is critical during each phase.	5	CO2
Q 14	Discuss the five-stage team development model.	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q 15	Analyze the importance of project delegation in successful project management. Discuss how effective delegation can impact project outcomes and explore the challenges project managers face when delegating tasks.	10	CO3
Q 16	Imagine you are the project manager of a large-scale infrastructure project. The organization has recently adopted digital project management tools and processes. Analyze how digitalization can impact the planning, execution, and monitoring phases of your project.	10	CO3

	Discuss the advantages and potential challenges of using digital tools for project management and propose strategies to ensure successful digital transformation within your team.		
Q 17	<p>An investment project requires an initial cash outflow of INR 270,000. The project's economic life is 12 years, and the salvage value is INR 35,000. The project is expected to yield annual profit before tax and depreciation of INR 1,20,000. The income tax rate is 30%. Calculate NPV for 5 years using a discounted rate of 10 percent.</p> <p style="text-align: center;">OR</p> <p>Analyze the key processes involved in Project Time Management and explain how each process contributes to ensuring a project is completed on time. Discuss the challenges project managers face when managing project time and propose strategies to mitigate these challenges.</p>	10	CO3

SECTION-D
2Qx15M= 30 Marks

Q 18	<p>Mr. and Mrs. Sharma are building a house on a hill. It is a wooden house with a slanted tiled roof. The size of the house is 4000 sq. feet, and will cost Rs. 1000 per sq. foot (including the plot and the construction).</p> <p>The activities in building the house, the precedence, the durations and the percentage of total cost are given below.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">ACTIVITY ID</th> <th style="text-align: center;">DESCRIPTION</th> <th style="text-align: center;">PRECEDENCE</th> <th style="text-align: center;">DURATION (WEEKS)</th> <th style="text-align: center;">%AGE OF TOTAL COST</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">A</td> <td>Excavation and framing</td> <td style="text-align: center;">-</td> <td style="text-align: center;">4</td> <td style="text-align: center;">20</td> </tr> <tr> <td style="text-align: center;">B</td> <td>Roof and Fireplace</td> <td style="text-align: center;">A</td> <td style="text-align: center;">3</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Wiring roughed in</td> <td style="text-align: center;">A</td> <td style="text-align: center;">1</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">D</td> <td>Plumbing roughed in</td> <td style="text-align: center;">B,C</td> <td style="text-align: center;">2</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">E</td> <td>Siding on</td> <td style="text-align: center;">D</td> <td style="text-align: center;">2</td> <td style="text-align: center;">8</td> </tr> <tr> <td style="text-align: center;">F</td> <td>Windows, insulation, walls, plaster and garage</td> <td style="text-align: center;">E</td> <td style="text-align: center;">8</td> <td style="text-align: center;">15</td> </tr> <tr> <td style="text-align: center;">G</td> <td>Furnace</td> <td style="text-align: center;">B</td> <td style="text-align: center;">1</td> <td style="text-align: center;">10</td> </tr> <tr> <td style="text-align: center;">H</td> <td>Plumbing fixtures installed</td> <td style="text-align: center;">D</td> <td style="text-align: center;">2</td> <td style="text-align: center;">6</td> </tr> </tbody> </table>	ACTIVITY ID	DESCRIPTION	PRECEDENCE	DURATION (WEEKS)	%AGE OF TOTAL COST	A	Excavation and framing	-	4	20	B	Roof and Fireplace	A	3	6	C	Wiring roughed in	A	1	4	D	Plumbing roughed in	B,C	2	6	E	Siding on	D	2	8	F	Windows, insulation, walls, plaster and garage	E	8	15	G	Furnace	B	1	10	H	Plumbing fixtures installed	D	2	6	15	CO4
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	I	Exterior paint, light fixtures, hardware installed	F,G,H	6	9			
	J	Floors laid and finished	H	4	7			
	K	Carpet and trim installed	J	1	5			
	L	Interior decoration	J,K	2	4			
	<p>Draw the network, plan the construction with a Gantt chart, and draw the time-phased cumulative cost curve for this project.</p>							
Q 19	<p>Analyze the challenges and opportunities of implementing the Agile framework in an organization that has historically used the Waterfall methodology. Specifically, consider an organization with distributed teams spread across multiple time zones.</p> <p>How would you design a strategy for a successful Agile transformation that addresses these challenges?</p> <p>Your strategy should include approaches to foster collaboration, ensure consistent communication, and maintain Agile principles, especially in the context of remote work and time zone differences.</p>						15	CO4