

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SIXTH TRIMESTER (Batch 2019-21)

END TERM EXAMINATIONS, MAY'21

REAPPEAR QP

Course Name	PROJECT MANAGEMENT	Course Code	OM 601
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- A. Mode of Serving the Question Paper in Moodle: Assignment with Plagiarism Check**
- B. Permitted % of Plagiarism in answer sheets: 18%**
- C. Penalty in case the permitted plagiarism % is breached: 1 mark for every 1 % beyond maximum limit.**
- D. Attempt all questions.**
- E. This is a Closed Book examination**
- F. Mode of submission:**
 - Answer sheet to be submitted/ uploaded on Moodle as a single word file (MS Word)
 - Answer to Q 1a, Q1b, Q1c & Q2d to be done with pen and paper. Name and Roll Nos. of the student **MUST be written on the paper.** The photo or scanned copy of the answers to these questions to be pasted in the main MS word file.
 - Answers to all other questions (except Q 1a, Q1b, Q1c & Q2d) **MUST be typed in the word file.**

Q1)

St. Peter Hospital Project

In the interest of better serving the community, St. Peter Hospital has decided to move to a new location. The project involves constructing a new hospital and making it operational. You have been appointed as a project manager of the project.

During the planning stage, you and his team have developed the project's work breakdown structure from scope statement and identified major work packages. You and your project team also estimated durations, precedence relationships and costs of various work packages. Same has been approved by the Project Sponsor. The details are mentioned below:

WORK PACKAGE	DURATION (IN WEEKS)	PREDECESSOR	APPROVED COST ESTIMATE (IN RS 00)
A	2		20
B	2	A	24
C	6	A	30
D	5	A	25
E	4	B	16
F	4	D	20
G	2	C	10

You have employed Earn Value Management (EVM) Technique to monitor & control schedule and cost of the project. The table below depicts the status report of the project at the end of week 6.

WORK PACKAGE	% COMPLETE	ACTUAL EXPENDITURE (IN RS 00)
A	FINISHED	15
B	FINISHED	20
C	80%	21
D	80%	18
E	50%	6
F	NOT STARTED	-
G	NOT STARTED	-

- Develop a Project Schedule Network Diagram using PDM method. Analyse the network using CPM method to determine Project Completion Time & Critical Activities *(Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).*
- Based on the data provided, construct the Cost Baseline of the Project. Distribute cost over periods on pro rata basis. *(Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).*
- Examine PV, EV, AC, CV, SV, CPI, SPI for each work package and overall project at the end of month 5. Critique on the overall health of the project at the end of week 6. *(Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).*

(Marks 5+5+5=15)

Q2)

XSU Spring Concert

You are a member of the X State University (XSU) Student Body Entertainment Committee. Your committee has agreed to sponsor a spring concert. The motive behind this concert is to offer a safe alternative to Hasta Weekend. Hasta Weekend is a spring event in which students from XSU rent houseboats and engage in heavy partying. Traditionally this occurs during the last weekend in May. Unfortunately, the partying has a long history of getting out of hand, sometimes leading to fatal accidents. After one such tragedy last spring, your committee wants to offer an alternative experience for those who are eager to celebrate the change in weather and the pending end of the school year.

You have just finished a preliminary scope statement for the project (see below). **You are now brainstorming potential risks associated with the project and planning your risk responses.**

Project Objective

To organize and deliver an eight-hour concert at Wahoo Stadium at a cost not to exceed \$50,000 on the last Saturday in September.

Project Deliverables

- Local advertising.
- Concert security.
- Separate Beer Garden.

- Eight hours of music and entertainment.
- Food venues.
- Souvenir concert t-shirts.
- Secure all licenses and approvals.
- Secure sponsors.

Milestones

- Project start date January 5
- Secure all permissions and approvals by January 15.
- Sign big-name artist by February 15.
- Complete artist roster by April 1.
- Secure vendor contracts by April 15.
- Setup completed on May 27.
- Concert on May 28.
- Cleanup completed by May 31.

Project Technical Requirements

- Professional sound stage and system.
- At least one big-name artist.
- At least seven performing acts.
- Restroom facilities for 10,000 people.
- Parking available for 1,000 cars.
- Compliance with XSU and city requirements/ordinances.

Limits and Exclusions

- Performers responsible for travel arrangements to and from XSU.
- Vendors contribute a set percentage of sales.
- Concert must be over by 11:30 P.M.

Customer Review

- The President of XSU student body.

- Examine the potential risks associated with this project. Identify at least five different risks in the project.
- Perform Risk Assessment to prioritize the identified risks. *For this, determine a Risk Value of each of the identified risk by assigning appropriate Probability and Impact value to each identified risk. Use a Probability Scale from 1 to 10 (1 means Very Low Likelihood of Occurrence; 10 means Almost Certain Likelihood of Occurrence) and an Impact Scale from 1 to 5 (1 means Very Low Impact on Project Objectives; 5 means Very High Impact on Project Objectives).*
- For each of the identified risk above, develop a Risk Response and a Contingency Response. Briefly discuss each of your responses to identified risks outlining how would you deal with each of the identified risk.
- Assume that you are the Vice- President of XSU Student Body Entertainment Committee and the designated Project Manager of Spring Concert Project. Your project scope includes all deliverables as mentioned in the case. Construct a Work Breakdown Structure (WBS) for the project. Make suitable assumptions as necessary. (Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).