



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FIFTH TRIMESTER (Batch 2020-22)

END TERM EXAMINATIONS, January 2022

SET-2: REAPPEAR QP

Course Name	Project Management	Course Code	OM 501
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- A. Attempt all questions.
- B. This is a **Closed Book examination**
- C. Mode of submission:
 - Answer sheet to be submitted/ uploaded on Moodle as a **single word file** (MS Word)
 - **Answer to Q 1 and Q2 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 main the MS word file.**
 - Answers to other question Q3 **MUST be typed in the word file.**
 - **Only Single word file to be uploaded on Moodle.**
- D. Permitted Plagiarism % and Penalty Clause for any Defiance as: **Overall Permitted Plag. is 10%**, Penalty Clause: 11-20 % - Minus 5 Marks, Above 20% - No Evaluation/Reappear Exam.
- E. Answers should be rich in content, pointwise and precise. Avoid unnecessary long answers.

Q1)

Southwestern university (SWU) a large state college in Stephenville Texas, 30 miles southwest of the Dallas/Fort Worth metroplex, enrolls close to 20,000 students. In a typical town- grown relationship, the school is dominant force in the small city, with more students during fall and spring than permanent residents.

A longtime football powerhouse, SWU is a member of the Big Eleven conference and is usually in the top 20 in college football rankings. To bolster its chances reaching the elusive and long-desired number-one ranking, in 2001 SWU hired the legendary Bo Pitterno as its head coach.

One of Pitterno's demands on joining SWU had been a new stadium. With attendance increasing, SWU administrators began to face issue head-on. After 6 months of study, much political arm wrestling and some serious financial analysis, Dr. Joel Wisner, president of Southwestern University reached a decision to expand the capacity at its on-campus stadium.

Adding thousands of seats, including dozens of luxury skyboxes, would not please everyone. The influential Pitterno had argued the need for a first-class stadium, one with built-in dormitory rooms for his players and a palatial office appropriate for the coach in future NCAA champion team. But the decision was made, and everyone, including the coach, would learn to live with it.

The job now was to get construction going immediately after the 2007 season ended. This would allow exactly 270 days until the 2008 season opening game. The contractor, Hill Construction (Bob Hill being an alumnus, of course), signed his contract. Bob Hill looked at the tasks his engineers had outlined and looked President Wisner in the eye. "I am quite sure the team will be able to take the field on schedule next year," he said with a sense of confidence. Wisner replied "I sure hope so, the contract penalty of

\$10,000 per day for running late is nothing compared to what Coach Pitterno will do to you if our opening game with Penn State is delayed or cancelled.”

Wisner continued “I need specific answer from you, Bob. Tell us now what is the likelihood that your team will be able to meet the deadline”. Hill, sweating slightly, did not respond immediately and promised to get back. In football-crazy Texas, Hill construction would be mud if the 270-day target was missed.

Back in his office, Hill again reviewed the data (see Table below). He then gathered his foremen. “Folks, tell me now what are the chances that we will be able to meet the deadline. If chances are poor, I will have to think of some alternative measures”.

Activity	Predecessor	Optimistic Time Estimate (days)	Most Likely Time Estimate (days)	Pessimistic Time Estimate (days)	Budgeted Cost (\$)
A	-	20	30	40	1500
B	A	20	65	80	3500
C	A	50	60	100	4000
D	C	30	50	100	1900
E	B	25	30	35	9500
F (<i>Inspection approvals</i>)	E	1	1	1	100
G	D,E	25	30	35	2500
H	G	10	20	30	2000
I (<i>Inspection approvals</i>)	H	20	25	60	2000
J	H	8	10	12	6000
K	J	1	1	1	100
L	I,K	20	25	60	4500

- Examine and determine the probability of the project to be completed in 270 days before the 2008 season opening game.
- Evaluate the days in which this project can be completed if Bob Hill wants to be 95% sure of project completion.
- Based on the data provided, construct the Cost Baseline of the Project. Distribute cost over periods on pro rata basis.
- You are President of the Student Football Club at Southwestern university (SWU). You have been designated as the Project Manager of Inaugural Ceremony of 2008 Football Season at SWU. Your project scope includes all activities including concept development; getting required approvals; awarding required contracts & procurement, development of infrastructure & facilities required for inauguration such as stage, lighting, sound, parking & food stalls etc; Advertisement & Ticket Sales; Invitation to dignitaries & others; Media Relations and coverage and all related activities for organizing an impressive Inaugural Ceremony. Make suitable assumptions as necessary regarding the project scope. Construct a Work Breakdown Structure (WBS) for the project.

(Marks 5+5+5+5=20)

Q2)

You are appointed as a project manager of an IT project for providing internet connectivity to primary schools in rural Uttar Pradesh. The following table depict the major activities, activity durations and predecessor relationships for completion of the project. The table also depict the approved cost estimate for each activity.

Activity	Duration (In Weeks)	Predecessor	Approved Cost Estimate (In Rs 000)
A	4		8
B	8	A	40
C	6	A	30
D	4	A	20
E	4	C	40
F	8	D	60
G	4	B,E	20
H	4	G,F	30

The table below depicts the status report of the project at the end of week 10

Activity	% Complete	Actual Expenditure (In Rs 000)
A	Finished	10
B	60%	30
C	Finished	40
D	50%	20
E	0%	0
F	30%	24
G	--	
H	--	

- Determine CV, SV, SPI & CPI for each activity and overall project at the end of week 10.
- Predict the status of the project at completion by evaluating Estimate at Completion (EAC) and Estimated Time to complete the project.
- Examine and comment on the overall health of the project at the end of week 10 from the insights you have gathered from EVM analysis.

(Marks 4+3+3=10)

Q3)

- Evaluate the strengths and weaknesses of project implementation in Functional; Projectised and Matrix Organization Structures.
- Explain “Project Charter” and “Stakeholder Register”.

(Marks 5+5=10)