

# Faculty of Management Studies

## End Semester Examination May 2025

### MS5OE20 Project Management

<b>Programme</b>	:	MBA	<b>Branch/Specialisation</b>	:	-
<b>Duration</b>	:	3 hours	<b>Maximum Marks</b>	:	60

**Note:** All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.  
 Notations and symbols have their usual meaning.

#### Section 1 (Answer all question(s))

**Marks CO BL**  
 1 1 1

**Q1.** What is the primary objective of project management?

<b>Rubric</b>	<b>Marks</b>
Answer: a) To complete the project within budget and on time	1

- To complete the project within budget and on time
- To execute daily business operations
- To avoid taking risks in business
- To ensure unlimited project funding

**Q2.** Which of the following is not a key characteristic of a project?

1 1 1

<b>Rubric</b>	<b>Marks</b>
Answer: c) Repetitive tasks	1

- Temporary in nature
- Unique outcome
- Repetitive tasks
- Defined objectives

**Q3.** Which of the following is not a demand forecasting technique used in project management?

1 2 1

<b>Rubric</b>	<b>Marks</b>
Answer: b) The maximum output the plant can produce	1

- Time series analysis
- Delphi method
- Critical path method
- Trend analysis

**Q4.** Which of the following is a key step in the project identification and formulation process?

1 2 1

<b>Rubric</b>	<b>Marks</b>
Answer: b) Conducting a feasibility study	1

- Implementing the project schedule
- Conducting a feasibility study
- Monitoring project progress
- Closing the project

**Q5.** What is financial feasibility in a project?

1 3 1

Rubric	Marks
Answer: d) Assessment of whether a project is financially viable	1

- Analysis of whether a project is legally approved
- Checking the availability of human resources
- Study of environmental impacts of a project
- Assessment of whether a project is financially viable

**Q6.** What does "Optimum Capital Structure" refer to?

1 3 1

Rubric	Marks
Answer: a) The mix of debt and equity that minimizes cost and maximizes value	1

- The mix of debt and equity that minimizes cost and maximizes value
- A company having only equity in its financing
- A firm using only debt to finance its projects
- A financial plan without any risk assessment

**Q7.** What is the primary objective of project risk management?

1 4 1

Rubric	Marks
Answer: b) To identify, analyze, and mitigate risks	1

- To ignore risks in a project
- To identify, analyze, and mitigate risks
- To avoid taking risks in any project
- To ensure financial success only

**Q8.** Scenario analysis in risk management is used to-

1 4 1

Rubric	Marks
Answer: d) Predict the best and worst-case situations for a project	1

- Reduce the budget of the project
- Ignore future uncertainties
- Ensure project failure
- Predict the best and worst-case situations for a project

**Q9.** What is the primary purpose of network analysis in project management?

1 5 1

Rubric	Marks
Answer: b) To schedule, plan, and control project activities	1

- To manage risks
- To schedule, plan, and control project activities
- To reduce the number of project activities
- To increase project costs

**Q10.** PERT (Program Evaluation and Review Technique) is best suited for-

1 5 1

Rubric	Marks
Answer: b) Highly uncertain projects	1

- |   |  |
|---|--|
| <input type="radio"/> Projects with well-defined activities | <input checked="" type="radio"/> Highly uncertain projects |
| and durations   |  |
| <input type="radio"/> Routine, repetitive projects          | <input type="radio"/> Small-scale projects                 |

## Section 2 (Answer all question(s))

Marks CO BL

**Q11.** Define the term 'Project'. Explain the concept of project management.

2 1 1

Rubric	Marks
Definition of Project	1
concept of project management.	1

**Q12.** What are the different types of projects?

3 1 1

Rubric	Marks
Types of projects	3

**Q13. (a)** Describe the project life cycle in detail, explaining its phases with examples.

5 1 1

Rubric	Marks
Explanation of project life cycle	5

(OR)

**(b)** What are the different methods of idea generation in project management?

Rubric	Marks
Methods of idea generation in project management	5

### Section 3 (Answer all question(s))

Marks CO BL

**Q14.** Explain market and demand analysis in project management.

4 2 1

Rubric	Marks
Explanation of market analysis in project management.	2
Explanation of demand analysis in project management.	2

**Q15. (a)** Explain the project identification process in detail. What factors should be considered while identifying a project?

6 2 2

Rubric	Marks
Project Identification Process in detail	3
factors should be considered while identifying a project	3

(OR)

**(b)** Compare and contrast the survey method and trend analysis in demand forecasting. Which one is more effective in predicting demand? Justify your answer.

Rubric	Marks
Compare and contrast the Survey Method and Trend Analysis in demand forecasting	3
Justification for effectiveness of predicting demand	3

### Section 4 (Answer all question(s))

Marks CO BL

**Q16.** What do you understand by social cost-benefit analysis?

4 3 1

Rubric	Marks
Explanation for Social Cost-Benefit Analysis	4

**Q17. (a)** Explain the concept of financial feasibility. What are the major factors considered in assessing the financial viability of a project?

6 3 1

Rubric	Marks
Concept of Financial Feasibility.	3
Major factors considered in assessing the financial viability of a project	3

**(OR)**

**(b)** Discuss the key determinants of the cost of a project. How do these factors influence financial planning in project management?

Rubric	Marks
Discuss the key determinants of the cost of a project.	3
factors influence financial planning in project management	3

### Section 5 (Answer all question(s))

**Q18.** Explain sensitivity analysis and its role in risk management.

Marks CO BL  
4 4 1

Rubric	Marks
Explain Sensitivity Analysis	2
Role of Sensitivity Analysis in risk management	2

**Q19. (a)** Explain the different types of risks in project management. Provide examples for each type.

6 4 1

Rubric	Marks
different types of risks in project management	6

**(OR)**

**(b)** Discuss the importance of risk evaluation in project management. What methods are used to evaluate risks effectively?

Rubric	Marks
Importance of risk evaluation in project management.	3
Methods are used to evaluate risks effectively	3

### Section 6 (Answer any 2 question(s))

**Q20.** Explain the concept of network analysis. How does it help in effective project management?

Marks CO BL  
5 5 4

Rubric	Marks
Explain the concept of Network Analysis.	3
How does it help in effective project management?	2

**Q21.** Differentiate between PERT and CPM.

5 5 5

Rubric	Marks
Differentiate between PERT and CPM.	5

**Q22.** A project consists of six activities with the following details:

Activity	Predecessor	Duration (Days)
A	-	4
B	A	6
C	A	5
D	B	3
E	C	4
F	D, E	7

Questions:

- Draw the network diagram for the given project.
- Determine the critical path and total project duration.

Calculate the Early Start (ES), Early Finish (EF), Late Start (LS), and Late Finish (LF) for each activity.

Rubric	Marks																																																	
<p><b>1. Network Diagram:</b>            The project network diagram is as follows:</p> <pre> A (4)  / \ B (6) C (5)        D (3) E (4)  \   /  F (7) </pre>	5																																																	
<p><b>2. Critical Path &amp; Total Project Duration:</b></p> <ul style="list-style-type: none"> <li>• <b>Path 1:</b> A → B → D → F = <math>4 + 6 + 3 + 7 = 20</math> days</li> <li>• <b>Path 2:</b> A → C → E → F = <math>4 + 5 + 4 + 7 = 20</math> days</li> <li>• Both paths have the <b>same duration of 20 days</b>, making them the <b>critical paths</b>.</li> <li>• <b>Total Project Duration: 20 days</b></li> </ul> <p><b>3. ES, EF, LS, and LF Calculation:</b></p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Duration</th> <th>ES</th> <th>EF</th> <th>LS</th> <th>LF</th> <th>Slack</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>4</td> <td>0</td> <td>4</td> <td>0</td> <td>4</td> <td>0</td> </tr> <tr> <td>B</td> <td>6</td> <td>4</td> <td>10</td> <td>4</td> <td>10</td> <td>0</td> </tr> <tr> <td>C</td> <td>5</td> <td>4</td> <td>9</td> <td>4</td> <td>9</td> <td>0</td> </tr> <tr> <td>D</td> <td>3</td> <td>10</td> <td>13</td> <td>10</td> <td>13</td> <td>0</td> </tr> <tr> <td>E</td> <td>4</td> <td>9</td> <td>13</td> <td>9</td> <td>13</td> <td>0</td> </tr> <tr> <td>F</td> <td>7</td> <td>13</td> <td>20</td> <td>13</td> <td>20</td> <td>0</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• All activities have zero slack, confirming that both paths are critical.</li> </ul>	Activity	Duration	ES	EF	LS	LF	Slack	A	4	0	4	0	4	0	B	6	4	10	4	10	0	C	5	4	9	4	9	0	D	3	10	13	10	13	0	E	4	9	13	9	13	0	F	7	13	20	13	20	0	
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