Roll No.												

PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations – December 2025

Date: 29 – 12- 2025 **Time:** 09:30am – 12:30pm

School: SOM-PG	**Program:** MBA	
Course Code: MBA3014	**Course Name:** Project Management	
Semester: III	**Max Marks**: 100	**Weightage**: 50%

CO - Levels	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Marks	**25**	**25**	**25**	**25**	

Instructions:

(i) Read all questions carefully and answer accordingly.

(ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3 marks. **10Q x 3M=30M**

1.	Explain the difference between a Project and a Process? Give two examples each.	**3 Marks**	**L2**	**CO1**
2.	Projects takes many shapes and forms, making classification difficult. Explain with examples the broad classification of Projects.	**3 Marks**	**L2**	**CO1**
3.	Illustrate the 'Key Benefits of aligning Project goals with business objectives'?	**3 Marks**	**L2**	**CO1**
4.	What are the four popular non-numerical models of Project Selection?	**3 Marks**	**L2**	**CO1**
5.	If the initial investment for a project is Rs. 15 Lakhs and the annual net cash flow is Rs. 30 thousand every year, what is the 'Payback period' for this project? What is this financial model called?	**3 Marks**	**L2**	**CO1**
6.	Summarize the common mistakes done while defining a Project Scope?	**3 Marks**	**L2**	**CO2**
7.	Explain 'Project Risk' and how it is managed? Give two examples.	**3 Marks**	**L2**	**CO2**
8.	Illustrate 'Precedence Relationships' in a project network diagram?	**3 Marks**	**L2**	**CO2**
9.	Explain the five functions of 'Cost Management' in a Project	**3 Marks**	**L2**	**CO2**
10.	Demonstrate with two examples 'Milestone' in a Project and their uses	**3 Marks**	**L2**	**CO2**

Part B

Answer the Questions. **Total Marks 40M**

<table>
<tr><td>11.</td><td>a.</td><td>Explain in detail the 'Strategies to avoid conflicts' while managing multiple projects.</td><td>10 Marks</td><td>L3</td><td>CO2</td></tr>
<tr><td colspan="6">Or</td></tr>
<tr><td>12.</td><td>a.</td><td>Explain in detail the types of costs that needs to be considered while budgeting a project with suitable examples.</td><td>10 Marks</td><td>L3</td><td>CO2</td></tr>
<tr><td>13.</td><td>a.</td><td>"You are the project manager at a consumer electronics company preparing to launch a new smart wearable device. One critical activity in the launch plan is “Designing the Marketing Campaign.” This includes market research, creative development, and media planning.
Based on team inputs, you estimate:
Optimistic time (O): 6 weeks
Most likely time (M): 9 weeks
Pessimistic time (P): 13 weeks
Question:
1. Calculate the expected time for this activity using the PERT formula.
2. Briefly explain how PERT helps in managing uncertainty in business projects."</td><td>10 Marks</td><td>L3</td><td>CO3</td></tr>
<tr><td colspan="6">Or</td></tr>
<tr><td>14.</td><td>a.</td><td>Uneven Cash Flow Analysis
A company is considering two investment proposals, Project A and Project B, each requiring an initial investment of Rs. 8 Million. The projected annual net cash flows from each project are as follows:
<table>
<tr><th>Year</th><th>Project A Cash Flow</th><th>Project B Cash Flow</th></tr>
<tr><td>1</td><td>1.5</td><td>4</td></tr>
<tr><td>2</td><td>1.8</td><td>3.4</td></tr>
<tr><td>3</td><td>2</td><td>2.5</td></tr>
<tr><td>4</td><td>2.2</td><td>1.3</td></tr>
<tr><td>5</td><td>2.5</td><td>0.8</td></tr>
</table>
Questions:
1. Calculate the Payback Period and Rate of Return for both Project A and Project B.
2. Which project should the management select? Provide a brief justification based on your calculations.</td><td>10 Marks</td><td>L3</td><td>CO3</td></tr>
<tr><td>15.</td><td>a.</td><td>Using the following information construct the following
a) Activity Network Diagram using Activity on Node Method
b) Identify the Critical Path
<table>
<tr><th>Activity</th><th>Description</th><th>Duration (Days</th><th>Predecessors</th></tr>
<tr><td>A</td><td>Start Project</td><td>3</td><td>—</td></tr>
<tr><td>B</td><td>Preliminary Analysis</td><td>5</td><td>A</td></tr>
<tr><td>C</td><td>Design Specification</td><td>4</td><td>A</td></tr>
<tr><td>D</td><td>Procure Materials</td><td>6</td><td>B</td></tr>
<tr><td>E</td><td>Module Development</td><td>7</td><td>C</td></tr>
<tr><td>F</td><td>Integration</td><td>2</td><td>D, E</td></tr>
<tr><td>G</td><td>Testing</td><td>4</td><td>F</td></tr>
<tr><td>H</td><td>Project Review & Close</td><td>1</td><td>G</td></tr>
</table></td><td>10 Marks</td><td>L3</td><td>CO3</td></tr>
</table>

		Or			
16.	**a.**	You are managing a construction project where the team is concerned about potential budget overruns due to rising material costs. Describe how you would use quantitative risk assessment tools to manage this risk.	**10 Marks**	**L3**	**CO3**

17.	**a.**	A software development project has been experiencing significant delays due to unclear requirements and frequent changes requested by stakeholders. As the project manager, identify the risk assessment tools and techniques you would use to address these issues and ensure the project stays on track.	**10 Marks**	**L3**	**CO3**
		Or			
18.	**a.**	Elaborate resource planning in project management, and explain how is it critical for project success? Describe the key steps involved in resource planning for managing projects.	**10 Marks**	**L3**	**CO3**

Part C

Answer all the Questions. Each question carries 15marks **2Q x 15M=30M**

19.	**a.**	Case Study: "Upgrade of Campus IT Infrastructure at Zenith Business School" Background Zenith Business School's leadership has decided to upgrade the campus IT infrastructure to ensure high-speed internet connectivity, robust data security, and seamless digital learning platforms for MBA programs. The upgrade includes campus-wide Wi-Fi, new data servers, high-bandwidth fiber optics installation, digital classrooms setup, and integrated security protocols. You have been appointed as the Project Manager for this initiative. The board expects the project to be completed within 6 months, with a maximum budget of ₹1.5 crore. The project must not disrupt ongoing academic sessions. Project Objectives • Complete installation of fiber optics across campus • Set up secure Wi-Fi and new servers for both main building and hostels • Digitalize three classrooms with smart boards and virtual conferencing capability • Train faculty and staff on new systems before project closure Project Constraints • Academic sessions run Mon–Fri, 8:30 AM to 6 PM (no major work can disrupt classes) • New fiscal year begins in 7 months—project must be financially closed by then • Vendor contracts are fixed; penalties apply for delays in milestones Team • IT Vendors (fibre & classroom tech) • Internal IT Team • Facilities Maintenance • Academic Affairs (faculty contacts) • Administrative and Finance team Key Milestones (indicative) • Month 1: Fiber optics & Wi-Fi planning; Order equipment; Classroom tech specifications finalized	**15 Marks**	**L4**	**CO4**

		• Month 2–3: Fiber installation (hostel, admin building), server procurement, Wi-Fi set up in hostels • Month 4–5: Digital classroom installations, security software setup, faculty training programs • Month 6: Full system testing, handover, final training, documentation, financial closure **Questions** 1. Project Scope and WBS (10 Marks) • Prepare a draft Project Scope Statement. • Develop a Work Breakdown Structure (WBS) for this project. 2. Project Scheduling and Gantt Chart (5 Marks) • Prepare a project schedule with key milestones and major tasks. • Construct a Gantt Chart for visual representation.			

20.	**a.**	**Case Study: "Rescuing the Delayed Digital Banking App Project"** **Background** MetroBank, a leading retail bank, launched a high-profile digital banking app development project meant to introduce advanced features: electronic Know-Your-Customer (eKYC), integrated payments, AI-powered financial advice, and robust security. The launch was announced for January and has already been delayed by four months with no stable app ready. Early user testing has revealed critical bugs and security gaps. The original project manager has resigned. The Board fears loss of reputation if delivery is further delayed. You have been brought in as the new Project Manager with a mandate to rescue the project, ensure app quality, and launch as soon as possible—preferably within 100 days. The current project budget is already 10% overspent and staff morale is low. Several key developers have quit. The IT regulatory deadline for compliance is approaching, and competitor banks have announced similar launches. Project Review Meeting (Inputs) • Code base is 60% complete. • Critical bugs (security, user log-in, payment failures) remain unaddressed. • Documentation and testing are lagging. • Team is fragmented between on-site and remote members, with some outsourcers. • Stakeholder confidence (marketing, compliance, IT leadership) is low; Board seeks weekly updates. • Customer advisory group has expressed disappointment in missed features. **Questions (5 Marks Each)** 1. List at least five urgent risks in this scenario, including regulatory, reputational, and operational. 2. Prepare a short risk mitigation action table for each risk type. **3.** Recommend specific actions for rebuilding the team, addressing turnover, and integrating remote/outsourced contributors.	**15 Marks**	**L4**	**CO4**