

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA - SEMESTER- IV • EXAMINATION – SUMMER 2016**

**Subject Code:2840006****Date: 03/05/2016****Subject Name: Project Management****Time: 10.30 AM TO 01.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

**Q.1 (a)** Select the most appropriate choice for the following MCQs: **06**

- 1) Researches show that the most frequently mentioned barrier to project success is
  - a) Communication GAP
  - b) Poorly defined scope or mission
  - c) Poor performance by team members
  - d) Weak project leadership
- 2) If a project criterion indicates that the project must meet a specific date, that criterion is classified as
  - a) Constrained
  - b) Enhanced
  - c) Accepted
  - d) Fixed
- 3) In project management, method used to collect information to use through all phases of the project life cycle is called
  - a) Work Breakdown Structure
  - b) Work Package
  - c) Priority matrix
  - d) All of the above
- 4) "To construct a high-quality, custom home within five months at costs not to exceed \$150,000" is best classified as
  - a) A deliverable
  - b) An objective
  - c) A milestone
  - d) A limit
- 5) An expected outcome over the life of a project would be classified as
  - a) A deliverable
  - b) An end object
  - c) A project
  - d) None of the above
- 6) The section of the final project report that new project teams are likely to find most useful is the:
  - a) Recommendation
  - b) Analysis
  - c) Lesson learned
  - d) Strategic Objectives

- (b) Briefly define/discuss the following concepts: 04  
 1) Limits and exclusions in project scope  
 2) PERT  
 3) Preference Shares as a long term source of finance  
 4) Project
- (c) The role of SIDBI towards project financing. 04
- Q.2** (a) Discuss various types of project terminations with examples. 07  
 (b) Suppose you are appointed as project manager to build a bungalow with a financial limit of Rs. 50 lacks and within a year time limit. Assume other necessary things and develop the scope statement including all the elements. 07
- OR**
- (b) Depict your understanding for “Work Breakdown Structure”. Develop WBS for a project of making a small sized car suitable for Indian environment. 07
- Q.3** (a) Describe the five-stage project team development model. 07  
 (b) Some of the organizations outsource their projects, due to the shortage of resources and expertise. Which are the key points that an organization should consider while outsourcing? 07
- OR**
- Q.3** (a) Write a note on “Project financing”. 07  
 (b) Suppose you are conducting an audit of the new bridge construction project. What are the main points of focus as an auditor? Discuss the same with project audit process. 07
- Q.4** (a) What are the various methods under Top-Down estimating of project times and costs? 07  
 (b) In risk management process, risk assessment is one of the most important steps. Discuss with example. 07
- OR**
- Q.4** (a) Discuss the best practices in outsourcing the project work. 07  
 (b) Negotiation is an art required in project partnering. What are the various principles of negotiation? 07
- Q.5** A project requires nine activities for successful completion. Activities, their time in weeks and their immediate predecessor are as under: 14

Activity	Immediate Predecessor	Time (Weeks)
A	--	1
B	A	4
C	A	3
D	A	7
E	B	6
F	C,D	2
G	E,F	7
H	D	9
I	G,H	4

Based on this information, develop the network diagram. Identify the critical path and time to complete the whole project. Also calculate ES, EF, LS, LF and slack for each of the activity.

**OR**

Three years ago Jim King and Brad Mount, started a book publishing company. In the new business Jim focused on editing, sales and marketing while Brad Mount did the electronic assembly and publishing of books for the company. Their business was successful and profitable in the first two years, largely due to contracts from two big businesses. In their third year they got very busy thanks to their third major customer, a local college that needed customized eBooks. They hired several part time employees to help them with their publishing business. But by the end of third year of operation, Global Green Books started experiencing critical problems including –

- unable to utilize all the new employees effectively
- unable to deliver eBooks to their customers on schedule
- unable to provide quality texts
- unable to control costs—their business was not profitable in the third year.

The company saw a significant rise in issues, a lot of unpleasant “surprises” were cropping up; business was down as new resources were hired, also some of the projects were poorly estimated. The local university was unhappy as their eBook products reached campus late for use by professors and student. In some cases, the books were a week or two late. Since the courses must start on schedule and students need their books at the beginning of their courses, the new lucrative college customer was unhappy. One of the new part-time employees hired by Jim and Brad, Samantha, had taken a project management course at college. Samantha was excited about the discipline of project management and had intentionally selected a job with the company as she saw an opportunity to polish her project management skills. One fine day, Jim invited Samantha, for a lunch meeting. He was aware that Samantha was familiar with project management, and wanted to hear what she had to say about the problems he and Brad were facing. Over lunch he questioned why their small business which had operated and implemented projects so successfully over the first two years was being challenged significantly now. He specifically listed the problems they were facing and asked for input to solve them. Samantha asked for more time to research all the issues but noted that company, while being innovative, completed projects without a roadmap or a project plan and lacked a disciplined approach to project management. She noted that Jim and Brad did not use any project software for scheduling and they did not use tools or techniques to estimate, budget or to communicate with stakeholders. Finally, they had no processes in place to manage project risks and quality. Impressed with this and other conversations, Jim King asked Samantha if she would consider joining them as a project associate or project manager on a full-time basis to help them introduce project management practices and help them tide over their current crisis. Samantha accepted the offer! She has several key skills—she is an excellent communicator with very good interpersonal skills and detail-oriented. Within the first three months in her new role as PM, she introduced formal project management processes, created a PM manual and trained the employees to get the work done well. Within nine months Samantha had fully turned things around. Due to proactive risk analysis and risk response planning, surprises and issues reduced. Communication with stakeholders was enhanced. Brad and Jim noted that the company was delivering projects on schedule, the quality processes worked—and customers were happy with the products.

Summarize the case and answer the following questions:

- 1) What were the main issues you think for the struggle of the company?
- 2) What were the specific project management solutions that were introduced by Samantha that worked?
- 3) What kind of suggestions would you give to Brad and Jim if you were the project manager?
- 4) Technical knowledge is necessary to become a project manager?

\*\*\*\*\*