

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – SUMMER-2022

Subject Code: 4539285**Date: 13-07-2022****Subject Name: Project Management****Time: 02:30 PM TO 05:30 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. Explain the following terms. 14**
- a Organisation Breakdown Structure
 - b Brown Project
 - c Project Roll up
 - d Activity on Node (AON)
 - e Project Crashing
 - f Project Monitoring Information System
 - g Social Cost Benefit Analysis
- Q.2 (a) “The Project Life Cycle can help the project manager to successfully manage a project from start to finish.” Do you agree with the statement? Justify your answer. 7**
- Q.2 (b) Explain the components of project scope statement with example. 7**
- OR**
- Q.2 (b) You are appointed as a Project Manager by Goal Engineering Ltd. You have been given the authority to implement the project management structure. Your organization works in a dynamic environment where you have to respond the customer demands faster. In such scenario, which project management structure you will implement? Explain the same in detail. 7**
- Q.3 (a) It has been commonly observed that the project gets delayed or the actual cost exceeds the estimated cost. As a project manager, you are requested to identify the reasons for these issues and suggest corrective measures for on time completion and within the budget execution of the project. 7**
- Q.3 (b) You are appointed as a consultant to audit the project of your client. The client needs a broad checklist of the things that you would consider while auditing. Please develop such a checklist for the client. You may make necessary assumptions to support your answer. 7**
- OR**
- Q.3 (a) Discuss various conditions under which the project comes to an end with appropriate examples. 7**
- Q.3 (b) Which factors influence the quality of project time and cost estimates? Discuss them in detail. 7**
- Q.4 (a) Discuss the factors that should be considered by a textile industry for setting up manufacturing plant in India. 7**
- Q.4 (b) As a project manager, how would you protect your project from the potential risk? Explain the steps for the same. 7**
- OR**
- Q.4 (a) According to you, which qualities define a successful project manager? Explain. 7**

Q.4 (b) From the following information, draw the network diagram and find the critical path. 7

Activity	Preceding Activity	Duration (days)
A	---	8
B	---	7
C	---	5
D	A	6
E	B	3
F	C	11
G	D,E	4
H	F,G	3

Q.5 Arpita is working as a senior project manager in Aspire Solutions since five years. She has a good experience of working with projects of different varieties. The company got a new project from one of its client to plan and execute the annual meeting. It was a grand project. Arpita was given a team of 12 members to assist her in planning and execution of this project.

Arpita is a task master and does not believe in wasting time. Soon after getting the project, she assigned different roles to the team members with the deadlines for completion. The entire team has been working together for over a month now and they just have not really come together as a team. Each of the member works on the role assigned but at the same time they were not concerned with the other members' task on the team. Team members were not helping each other if someone has a problem in execution and needs help. It so happened one day that Jyoti, one of the team members, had medical emergency and had to rush to home and she was supposed to complete one specific task that day but no one from the team took the initiative of completing that task for her and ultimately Jyoti worked late night to complete that specific task. This was a bad memory for her and she is seriously thinking of dropping from the team.

To add to the burning situation, COVID Pandemic set in. For long, there were no regular meetings conducted. Few of the team members and their family suffered from COVID too. Arpita is totally confused about how to handle the ongoing project. She believes that everything was just right before COVID and the project started off well.

- (a) Identify the issues with the working of this team and suggest alternatives to address them. 7
- (b) With COVID, how Arpita should manage the team virtually and motivate the team members? 7

OR

Q.5 Darsh is an IT expert and has been working in Hyderabad for leading IT firms. He has recently shifted to Ahmedabad for personal reasons. He has settled for a small IT firm and accepted compromise in his salary at Ahmedabad. However, he was not happy working here. One day, due to conflict with his boss, he left the job.

While searching for other jobs in IT industry, he spotted a business opportunity. He is basically foodie and loves to cook food. He thought of starting a tiffin service with some differentiation. His unique selling proposition is healthy and nutritious tiffin. His target customers are basically office goers who are health conscious and want to explore healthy food options. Initially, he started from his home which was on rent in Ahmedabad. Due to the opposition from the other residents, he could not continue with tiffin service from home and had to search for other location to start his kitchen. He kept one delivery boy also. He has ambitious plans to expand his tiffin services in one to two years. He wants

to develop a mobile app to support the growth in delivery orders. He is also looking for investors to fund the expansion plan.

- (a) From this situation, identify all the resources that Darsh would need to start and later expand his tiffin services. Also discuss the resource management plan for his requirement. 7
- (b) If you are the investor and Darsh approaches you for funding, how would you assess his business plan from the financial perspective? Prepare a list of the parameters that you would like to understand from Darsh. 7

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