

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER III – EXAMINATION – WINTER 2019**

**Subject Code: 3539271****Date: 03/12/2019****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** Briefly discuss the following: **14**
- (a) Responsibility matrices
  - (b) Critical path
  - (c) Characteristics of a good project manager
  - (d) Estimates in project
  - (e) Work package
  - (f) Causes of project failure
  - (g) Venture capital
- Q.2** (a) Depict your understanding for project. Also discuss the importance of project management. **07**
- (b) Work breakdown structure must match with Organizational breakdown structure. Support the statement with real life example. **07**
- OR**
- (b) Explain the stages of project life cycle. **07**
- Q.3** (a) Discuss various sources of financing a project. **07**
- (b) Discuss implications of organizational culture on project management. **07**
- OR**
- Q.3** (a) Explain various types of project closures in brief. **07**
- (b) For any project, project manager has to set the priorities among time, cost and quality of the project. How priority Metrix is helpful to the project manager in managing a project. **07**
- Q.4** (a) Discuss various factors influencing the site selection for setting up a manufacturing plant of motorcycles. **07**
- (b) Write a note on conflict resolution mechanism. **07**
- OR**
- Q.4** (a) Depict your understanding for network techniques. What are the network techniques used in project management? **07**
- (b) Briefly explain the risk management process in project management. **07**

Two friends, 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. 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

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. 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 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?

**OR**

1. What kind of suggestions would you give to Brad and Jim if you were the project manager?
2. Do you think technical knowledge is necessary to become a project manager?

\*\*\*\*\*