

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA SEMESTER– 4 • EXAMINATION – WINTER 2018****Subject Code:2840006****Date:05/12/2018****Subject Name: Project Management****Time: 02:30pm To 05:30pm****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) The first step in defining project scope is to set
  - a) Milestones
  - b) Conceptualizing
  - c) Objective
  - d) Human resources
- 2) The chart, which represent various activities involved in the project, is known as
  - a) Work Package
  - b) Work Breakdown Structure
  - c) Responsibility matrix
  - d) None of the above
- 3) Research shows the most frequently mentioned barrier to project success is
  - a) Not enough budget resources
  - b) Poor performance by team members
  - c) Weak project leadership
  - d) Poorly defined scope
- 4) A project must have
  - a) A starting time
  - b) An ending time
  - c) Budget
  - d) All of the above
- 5) The important section of the final project report that new project teams are likely to find most useful is the
  - a) Recommendation
  - b) Lesson learned
  - c) Analysis
  - d) Strategic Objectives
- 6) An expected output over the life of a project would be classified as
  - a) A deliverable
  - b) An end object
  - c) A product
  - d) None of the above

- (b) Briefly define/discuss the following concepts: **04**
- 1) Premature project closure
  - 2) Responsibility metrics
  - 3) Work Package
  - 4) Characteristics of a good project manager
- (c) Why is the slack time important to a project manager? What is the difference between free-float and total-float? **04**
- Q.2** (a) A bicycle manufacturing company want to develop a new sports bicycle. For the project, company need your valuable inputs as management consultant. Help the company in defining the project scope. **07**
- (b) What do you mean by work breakdown structure? Develop the WBS for a project of producing Personal Computer for students. **07**
- OR**
- (b) It is important for the project manager to align the WBS with the OBS of the company. Discuss with example. **07**
- Q.3** (a) Depict your understanding for project estimation. Also discuss the apportion method the top-down approach for estimating times and costs. **07**
- (b) How negotiation is important in project partnering? Justify with example. **07**
- OR**
- Q.3** (a) You have to organize Fresher's Party for your juniors. What are the risk factors involved in this? What measures will you take to cope up with? **07**
- (b) Project audit is an important aspect in the project management and evaluating the performance of project team and also the individual performance. Justify the statement. **07**
- Q.4** (a) What are the various types of ownership capital for Project financing? **07**
- (b) Compare and Contrast Preference Shares and Debentures as a source of long term fund. **07**
- OR**
- Q.4** (a) Depict your understanding for PERT and CPM. Discuss the differences. Which is more appropriate in uncertain situations? **07**
- (b) Discuss the characteristics of a good project team. **07**
- Q.5** Case study **14**

A small firm has been merged with a larger firm carrying a similar product line of information technology consumer and industry products. One major goal of the merger was to save costs by eliminating duplication and improving management. Weeks before the merger, Lauren (not her real name) had just been promoted to project officer director of the smaller firm. She assumed her position would be absorbed into the project office of the large firm. Mentally, Lauren was prepared to start job hunting. Maybe she should change careers and go back to a job that used her bachelor's degree in political science. Two weeks after the merger was finalized, others, including herself, received a letter to report for an interview with the new company senior management "conversion" vice president/ Lauren spent three days gathering materials to substantiate all of her past accomplishments to demonstrate her management skills, and to show her potential value to the new firm. When the bid day came,

Lauren entered the office of the interviewer with approximately nine inches of substantiating material. She was prepared!

The first few minutes were spent explaining her past roles in the firm, the new project office, and other niceties. She explained to the VP she had all of the materials with her to back up her statements and he could take them if he wished. He replied, "I am not as interested in your past accomplishments as I am in your possible future accomplishments. Here is the need. Projects eat up about 40 percent of our yearly expenses. We need to cut 10 million off those expenses. In five minutes tell me how you will do it and how it will be verified."

Her last statement at end of of four minutes was: "I can give you five million within the next year. Ten million is too big a stretch."

Her retort was, "Lauren, can you get five in six months?"

(Gulp.) "I m pretty sure I can."

"Congratulations, Lauren, you are now the new project office director of this continental division."

1. In 500 words, write what you believe Lauren could have used as key points to get the position. Also discuss about the appropriateness of the title.
2. If you are placed in position of Lauren, what would be your action plan?

**OR**

**Q.5**

To work as a responsible project manager is atough task. Tom Bray was mulling over today's work schedule as he looked across the bay at the storm that was rolling in. It was the second official day of the Pegasus project and now the real work was about to begin.

Pegasus was a two-month renovation project for AtlantiCorp, a major financial institution headquartered in Boston, Massachusetts. Tom's group was responsible for installing the furniture and equipment in the newly renovated accounts receivable department on the third floor. The Pegasus project was a dedicated project team formed out of AtlantiCorp facilities department with Tom as the project lead.

Tom was excited because this was his first *major league* project and he was looking forward to practicing a new management style—**MBWA**, aka management by wandering around. He had been exposed to **MBWA** in a business class in college, but it wasn't until he attended an AtlantiCorp leadership training seminar that he decided to change how he managed people. The trainer was devout **MBWA** champion ("You can't manage people from a computer!"). Furthermore, the testimonies from his peers reinforced the difference that **MBWA** can make when it comes to working on projects.

Tom had joined the facilities group at AtlantiCorp five years earlier after working for EDS for six years. He quickly demonstrated technical competences and good work habits. He was encouraged to take all the internal project management workshops offered by AtlantiCorp. On his last two projects he served as assistant project manager responsible for procurement and contract management.

He had read books about the soft side of project management and **MBWA** made sense—after all, people not tools get projects done. His boss had told him he

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needed to refine his people skills and work on developing rapport with team members. **MBWA** seemed like a perfect solution.

Tom reviewed the list of team member names; some of the foreign names were real tongue twisters. For example, one of his better workers was from Thailand and her name was Pinyarat Sirisomboonsuk. He practiced saying “Pin-ya-r?t See-r?-som-boon-sook.” He got up, tucked in his shirt, and walked out of his office and down to the floor where his team was busy unloading equipment.

Tom said “Hi” to the first few workers he met until he encountered Jack and three other workers. Jack was busy pulling hardware out of a box while his teammates were standing around talking. Tom blurted, “Come on guys, we've got work to do.” They quickly separated and began unloading boxes.

The rest of the visit seemed to go well. He helped Shari unload a heavy box and managed to get an appreciative grin from Pinyarat when he almost correctly pronounced her name. Satisfied, Tom went back up to his office thinking that **MBWA** wouldn't be that tough to do.

After responding to e-mail and calling some vendors, Tom ventured back out to see how things were going downstairs. When he got there, the floor was weirdly quiet. People were busy doing their work and his attempts at generating conversation elicited stiff responses.

1. What do you think is going on at the end of this case?
2. What should Tom do next and why?
3. What can be learned from this case?

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