Seat No.: _____   Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA (PART TIME)– SEMESTER 5– EXAMINATION – WINTER 2018

Subject Code: 2831103   **Date:07/12/2018**
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	**Answer the following questions.**	**14**
1	Explain the meaning of Project Monitoring Information System.	
2	What is a virtual project team?	
3	Define Project Audit.	
4	What do you mean by crashing of the Project?	
5	Explain: Social Cost Benefit Analysis.	
6	Explain work package with example.	
7	What is an Activity On Node (AON) network? Explain with example.	
Q.2 (a)	"Each Project comes to an end." Do you agree with the statement? Explain the conditions under which the project comes to an end with relevant examples.	**07**
Q.2 (b)	Explain the estimation guidelines for time, costs and resources.	**07**
	OR	
Q.2 (b)	Every project has a life cycle. Discuss. Explain the different phases in the life of a project.	**07**
Q.3 (a)	Mr. Gautam has bought a fruit truck. He wants to start selling fresh and organic fruit juices. He is buying exotic fruits from Mumbai Market. He is basically from Rajkot. He is confused as to where should he start his business. He is confused between two choices i.e. Rajkot and Ahmedabad. Kindly guide Mr. Gautam regarding the choice of location and justify your answer.	**07**
Q.3 (b)	Which skills, according to you, are essential for Project Manager? Elaborate.	**07**
	OR	
Q.3 (a)	The Cascade Group is an IT startup based at Bangalore. Initially, this IT firm was following a classical functional organisation structure. Now, company has many international projects on hand. Do you believe that this functional structure is suitable for the IT firm? Discuss the implications.	**07**
Q.3 (b)	Briefly explain stages of team development model.	**07**
Q.4	Granth Publishers Corp. is in to printing and publishing customized books for schools. The company has already printed and published such books for the first term of the schools. However, there were a number of issues that affected the quality of the books produced. The schools were not happy as these books sometimes reached campus late for use by teachers and students. The schools expected the books to be delivered on-time and at a low cost. For the company, it was difficult to track the costs for each of the book. The shift supervisor were often having problems knowing what tasks needed to be completed and assigning the right employees to each task.	

Some of the problems pertain to part time employees. Many of these workers had flexible schedules. It was not always clear which tasks they were supposed to be working on when they came to work. Each book had different production steps, different contents and reprint approvals required, different layouts and cover designs. Some were just collections of articles to reprint once approvals were received, and others required extensive desktop publishing. Further, the orders for printing of the books from the teachers were not arriving on time. Granth Publishers Corp. has identified the following phases for printing and publishing of the books to resolve these issues.

In the Receive Order phase, the order should be received from the teachers. It should be checked and verified. In the Plan Order phase, all the production effort to collate and produce the book are identified, estimated and scheduled, and assigned to production staff. In the Production Phase, permissions are acquired, desktop publishing tasks (if needed) are performed, content is converted and the proof of the book is produced. In a Manage Production Phase, happening in parallel with the Production Phase, a supervisor will track progress, work assignments, and costs for each book. Any problems will be resolved quickly in an attempt to not have any rework or delays in releasing the books to the schools.

Q. 4 (a)	Create a work breakdown structure including the major phases and sub-phases from the case facts as mentioned above.	**07**
Q. 4 (b)	List out the Project stakeholders as mentioned in the above case. As a project manager, how would you manage relationship with them?	**07**

OR

Q. 4 (a)	Prepare a Responsibility Matrix from the case facts. You may make necessary assumptions to support your answer.	**07**
Q. 4 (b)	As a Project manager, how would you ensure effective communication with the teachers, students and your employees?	**07**
Q.5	Pratap Pathak, is a budding entrepreneur. He has just obtained his MBA degree. He is having a family business of Sweets and Namkeen in Junagadh. The business is running successfully since last two decades. Now, Pratap wants to diversify and start a new venture in the hospitality sector.	

He has done lot of research and identified a promising business opportunity. A Lion Resort is available for sale in Junagadh. At present, the resort is incurring losses due to very high burden of debt. Pratap convinces his family and wants to buy this resort.

He wants to turnaround the situation and can foresee a profit making opportunity given the site is effectively utilized. At present, the occupancy rate of the resort is quite less. There is lot of land available on which there is no construction carried out. Customers are having lot of complaints due to poor service quality.

Pratap knows that there are lot of visitors who are coming to Saurashtra region and especially to Junagadh due to religious and historic importance. There are lot of business visitors too. However, there is no premium resort facility in Junagadh at present. He wants to fill this gap by buying Lion Resort and turning it around. The resort can be bought for Rs. 5 crores.

From the case facts, answer the following:

Q. 5 (a)   Pratap can manage 20 % of the purchase cost internally. For the rest, he has to apply for a bank-loan. The banks are asking him to submit the feasibility report. What should be the content of the feasibility report? Explain briefly.   **07**

Q. 5 (b)   What are the risk factors that you can see in this project? Advise the risk management approach to Pratap for this project.   **07**

<div align="center">OR</div>

Q. 5 (a)   Pratap is confused as to how to avail the funding for this project? Give an overview of various funding options available to him.   **07**

Q. 5 (b)   If you were Pratap, how would you ensure effective implementation of this project? Relate the concept of resource allocation and Project Network. You may make necessary assumptions.   **07**