

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER IV- • EXAMINATION – WINTER 2019**

**Subject Code: 2840006****Date: 29/11/2019****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. No.** From the four alternative answers given against each of the following cases, indicate the correct answer:(just state A, B, C or D) **06**
- Q.1 (a)** Successful Project Management does not include which of the following factors?
1. A. Interchangeable Staff                      B. Control Mechanisms  
C. Competent Team Members                  D. Responsiveness to Clients
- Which is the first stage in the Project Management Model?
2. A. Project Planning                              B. Project Control  
C. Project Definition                              D. Understanding the Project Environment
- Which of the following activities would not be an appropriate way of crashing a project?
3. A. Sub-Contracting                              B. Overtime Working  
C. Reducing Quality                              D. Additional Resources
- Which of the following should be taken into account when Planning a Project?
4. A. Operational Environment                  B. Social Environment  
C. Political Environment                        D. All of the Above
- A clear hierarchy of objectives in the project definition would not normally contain.....
5. A. The Purpose                                      B. Success Criteria  
C. Control Mechanisms                        D. An End Result
- Which of the following elements is not normally common in projects?
6. A. Uniqueness                                    B. No Defined End Point  
C. Uncertainty                                    D. An Objective
- Q.1 (b)** Explain the following terms: **04**
- (i) PERT
  - (ii) Preference Shares as a long term sources of finance
- Q.1 (c)** Discuss the qualities of an Effective Project Manager. **04**
- Q.2 (a)** In risk management process, risk assessment is one of the most important steps. Discuss with example. **07**
- (b)** Discuss the best practices in outsourcing the project work. **07**
- OR**
- (b)** Negotiation is an art required in project partnering. What are the various Principles of negotiation? **07**
- Q.3 (a)** Describe the five-stages of project team development model. **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**

**OR**

- Q.3** (a) Discuss various types of project terminations with examples. **07**  
 (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.4** (a) Explain Project Life Cycle with diagram and clearly relate all the stages with suitable examples. **07**  
 (b) How you can evaluate the performance of a team in the post implementation evaluation of Project. **07**
- OR**
- Q.4** (a) Discuss the three problems that lead to the need for an effective project portfolio management system. **07**  
 (b) Explain different three types of matrix structures for organizing a project. **07**
- Q.5** Mr. Kapil Gohel has completed his engineering from one of the premier institutes of management in India. He did his specialization in the field of production engineering. After pursuing this degree, he worked in a leading corporate, for a period of two years. During that time period, he realized that he should start some business of his own instead of working for others and he decided to start his production unit. He has thought of setting up banana fiber extraction unit in Gujarat. During his study, he came across this project and saw a great opportunity in this field. He needs Rs. 20 lakhs (fixed and working capital) to start this unit. He is able to manage Rs. 5 lakhs from his internal sources. He is exploring various other options for raising the balance amount. He is approaching the investors. But everyone is demanding a project proposal. Since he is an engineer, he has technical knowhow but lacks expertise in writing a business plan.
- Based upon the above case, please answer the above questions and make suitable assumptions wherever required.
- (a) Please guide Mr. Kapil Gohel on the content of writing a project Report for this proposed venture. **07**  
 (b) Mr. Kapil is evaluating various debt and equity options for raising the fund required for his project. Please advise him which option is best suited in this situation and why? Also guide him specifically for various products and services of Small Industries Development Bank of India (SIDBI). **07**
- OR**
- Q.5** (a) 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**  
 (b) Why team work is important in Project Management? Explain the Salient Features of Project Management. **07**

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