

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER -III– EXAMINATION – WINTER 2021**

**Subject Code: 4539285****Date: 17-02-2022****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**
- a Surya Pharma is working on the project of developing the drug for Corona Virus. During the development stage, the R & D team found that it will have adverse side effects. The company wants to close the project. Which condition for project closure is applicable here? Explain.
- b List any two financial parameters that can be used for analyzing the performance of the project and explain.
- c Discuss the term time overrun with example.
- d Which is the most productive stage of five stage of team development. Briefly explain.
- e Mention any two techniques that can be used for identifying the risk of the project.
- f Explain the concept of Dummy Activities in the Project.
- g What is Green Project? Explain with example.
- Q.2 (a) How the project can be differentiated from the other daily operations of organization? Discuss in terms of the characteristics of the project. 7**
- Q.2 (b) "The technical and sociocultural dimensions of project management are two sides of the same coin." Do you agree with the statement? Justify. 7**
- OR**
- Q.2 (b) Your college is going to organize the workshop for soft skill development of the students. You are the coordinator for this workshop. You have a team of five students along with you. Develop a responsibility matrix for the work to be done for the execution of this Workshop. You may make necessary assumptions. 7**
- Q.3 (a) You are appointed in EIC Construction Company. It follows matrix project management structure. What problems this structure might create for you? Under what conditions would it be advisable to use a project matrix structure? 7**
- Q.3 (b) The project of introducing a new product in the market is getting delayed. The project manager wants to apply the concept of crashing to the delayed project. Advise the management of the company about how the crashing of the project will be useful and what should be done to crash the project? 7**
- OR**
- Q.3 (a) Pratibha Academy is going to organize a T-20 cricket match between two teams in Rajkot city. You are the event manager for this match. Identify the risk factors that might come up during the match and what should be your response plan (e.g. avoid, accept etc...) for the risk factors. 7**

- Q.3 (b)** During COVID times, many organisations shifted to online working system. As a project manager, please identify the challenges associated with managing the virtual teams and also suggest the ways to handle them. **7**
- Q.4 (a)** Discuss the guidelines to be followed for conducting a Project Audit. **7**
- Q.4 (b)** Pistachio Ltd. wants to start a Multi-cuisine restaurant in Vadodara city. The owners are searching for a good location. Please discuss the factors that the owners should consider for location of this restaurant. **7**

**OR**

- Q.4 (a)** As a project manager, how would you handle the conflicts in the project? **7**
- Q.4 (b)** From the following information construct the network diagram and find the critical path. **7**

| Nodes | Duration (Days) |
|-------|-----------------|
| 1-2   | 10              |
| 1-3   | 8               |
| 1-4   | 9               |
| 2-5   | 8               |
| 4-6   | 7               |
| 3-7   | 16              |
| 5-7   | 7               |
| 6-7   | 7               |
| 5-8   | 8               |
| 6-9   | 5               |
| 7-10  | 12              |
| 8-10  | 13              |
| 9-10  | 15              |

- Q.5** Mr. Asmit Raj has recently completed MBA with specialization in Entrepreneurship. He has agriculture background. While doing his MBA, he has conducted market research to identify the ways in which the agriculture waste is disposed of. The findings were really shocking for him as majority of the farmers adopt methods such as burning, dumping, land filling, random piling and so on. All these methods may cause pollution and waste of resources.

Asmit has learnt during his studies that above mentioned agricultural organic wastes contain multiple nutrient elements, which can be made into organic fertilizer. This will increase the fertility of land. There is also a possibility of using this waste in a biogas plant for generating electricity. Further government is also promoting setting biogas plants by giving subsidies. Agriculture being the priority sector, he will get easy funding from the banks and financial institutions.

Asmit Raj is seriously considering pursuing this opportunity and proposes to start his Agri Tech Company for managing the agriculture waste and producing the manure and biogas out of the same.

From the above information, answer the following questions.

- (a)** Identify the stakeholders involved in this project of Asmit Raj and how each of them will be benefited through this project. **7**
- (b)** Identify the resource requirement for this project and how Asmit can manage those resources? **7**

**OR**

- Q.5** The Metro Rail System has demonstrated to be the most effective in the transportation. Metro rails are very High-capacity carriers and journey hours

are very less than compared to road ways. It is Eco-friendly – no pollution of the air, much less noise is produced. Ahmedabad Metro is a rapid transit system for the cities of Ahmedabad and Gandhinagar in Gujarat, India. It is being built by Gujarat Metro Rail Corporation (GMRC) Limited, a Special Purpose Vehicle company constituted in 2018 to implement all metro projects in Gujarat. The total length of the Ahmedabad Metro Rail Project Phase-I is about 40.03 km The project will connect 4 corners of the Ahmedabad city with 2 corridors and 32 stations.

While the Metro Rail Systems have come to define the cities' growth and development, they also come with certain challenges that the city and their residents need to handle to ensure a more holistic benefit. For instance, the widespread network of concrete viaducts tends to distort the skyline and the city's urban form. Another challenge is that land acquisition disturbs many people's livelihoods, especially of low and middle-income groups. This often becomes the source of agitation and unrest from those who lose their land and could slow down the project. Moreover, urban lands are costly. The construction phase disturbs the peace and tranquility of the residents. Cost of the metro projects itself offers a big challenge.

These challenges are surmountable with careful planning and management. Metro rails can give a great boost to the city's social and economic profile.

From this information, answer the following questions.

- (a) For the project of Metro Rails, identify the social cost and benefits. 7
- (b) According to you, which skills the project manager must have to address the challenges as identified above. 7

\*\*\*\*\*