

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-III-EXAMINATION-WINTER-2024

Subject Code: 4539285

Date: 18/12/2024

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.**
- 4. Use of simple calculators and non-programmable scientific calculators are permitted.**

- Q.1** Briefly discuss the following concepts: **14**
- (a) Sociocultural aspects of project
 - (b) Portfolio of project manager
 - (c) Extended network techniques
 - (d) Gantt chart
 - (e) Virtual project teams
 - (f) Cash flow management in a project
 - (g) Project Audit
- Q.2** (a) Discuss integrated management of projects. How an organization manage it with the strategic plan? **07**
- (b) Depict your understanding for project scope. Discuss various factors under project scope. **07**
- OR**
- (b) Explain material management during project execution. **07**
- Q.3** (a) What do you understand by project roll up? Explain with example. **07**
- (b) It is not easy to get fund for a new project. What are the guidelines for project funding? **07**
- OR**
- Q.3** (a) Depict your understanding for responsibility matrices in accordance with the project communication plan. **07**
- (b) Discuss any one technique for project scheduling. **07**
- Q.4** (a) What are the various options for accelerating the project completion? **07**
- (b) What are the sources of conflict in team management? Discuss the techniques for handling conflicts. **07**
- OR**
- Q.4** (a) Discuss stepwise risk management process in a project. **07**
- (b) Discuss internal and external project audit. **07**

A software development company, "Tech Innovators," has been hired to create a mobile application for a healthcare startup, "MediHealth," which offers online consultations with doctors. The project was expected to take 6 months, with a budget of \$250,000. The app should include features like video conferencing, appointment scheduling, payment integration, and patient data storage, complying with HIPAA regulations.

Project Phases:

Initiation: In the first phase, a detailed project charter was developed, outlining objectives, deliverables, budget, and a timeline. Stakeholders from both Tech Innovators and MediHealth participated in defining the scope.

Planning: A project manager, Jigisha, was assigned. She created a detailed plan, including a Gantt chart, outlining deadlines for each phase—design, development, testing, and deployment. Regular meetings were scheduled to ensure stakeholders were aligned.

Execution: The development team began work. However, midway through development, it became evident that the scope of the project had expanded. MediHealth requested additional features such as automated appointment reminders and a dashboard for doctors to track patient progress.

Monitoring and Controlling: Jigisha realized that the team was falling behind schedule due to the added features and had already consumed 70% of the budget with only 50% of the work done. She needed to decide whether to ask for an extension or trim some features.

Closure: After renegotiations, the project was extended by 2 months and an additional \$50,000 was added to the budget. The app was successfully launched, although it faced some initial bugs that were resolved within the first week of release. Answer the following questions:

Questions:

- a) What steps could Jigisha have taken during the planning phase to better manage the changes in project scope?
- b) How might the introduction of new features impact the project timeline and budget? What techniques can project managers use to manage scope creep?

OR

- a) What strategies could Jigisha have used to mitigate the risk of falling behind schedule during execution?
- b) What lessons can be learned from the closure phase regarding post-launch quality assurance and user feedback management?
