

M.B.A DEGREE EXAMINATIONS: NOV/ DEC 2010

Fourth Trimester

MASTER OF BUSINESS ADMINISTRATION

MBA551: Infrastructure Management

Time: Three Hours

Maximum Marks: 100

Answer all the Questions:

PART A (1 x 20 = 20 Marks)

1. Case Study

Susan (P) Ltd. is a Chennai based automobile company established in 1992. SL Manufactures small cars in the 'Small big' design for T.N. Market, SL Markets its cars on its quality. During the late 90s, the company wanted to enter US and European markets. Its CEO Mr. JIM completely over handed the entire organization. Consequently, the company got a new international projects unit which focused on conducting research on the macro and micro business environments of the countries the company planned to enter. The feed back given by the international projects unit of the company will help SL gain a thorough knowledge of a particular market, tastes, preferences and customs. This information will help the company deliver a customized product for that particular market only. “Our International projects unit gives us the recipe for a particular market and our manufacturing and engineering unit makes and serves the dish” said Jim. By 1997 SL was one of the top two small car manufacturers in India, it’s the company's financial condition improved, it took more and more quality initiatives. Instead of out sourcing fasteners and other electronic components used in its engines and transmission systems, it planned to produce them on its own. Though the initial investment in this project would be high, the top management of the firm felt that the project would definitely be cost-effective in the long run.

In December 1997, the company entered the American market and the European market with SLX-1200i and SLZ-1500i models. These models were specially designed to suit the market preferences. Because Asian products were considered inferior & in terms of technology and quality, preference of these models in US and Europe took analysis by surprise. By 2004 SL was one of the popular small car brand in US and Europe. Jim attributes its success to its staff in the International projects units in Chennai.

“Our TN office of SL is all getting dressed upto serve Asian Customers” said Jim at a press meet at Singapore, because Singapore enjoys certain tax benefits. By 2005, the company

set up a production facility at AP. Here the company produced its own fasteners and all electric equipments for its cars. On X-Mas, the company rolled out its first model from AP factory in December 2006. On the suggestion of its international projects unit, the company launched the car in a unique manner in Singapore. Since more stars exerted a great influence over the public, the company signed up a well known Singapore star to endorse its products for the next 5 years. The model launched in Singapore was very advanced. It had an MPFI engine instead of a typical carburetor. This model also introduced a 'tall small' design in Singapore. SL manufactured its own fasteners and electronic equipments; the compatibility of various parts with the engine was so perfect that its cars delivered superior power and fuel efficiency on Singapore Roads. The company concentrated on all the parameters that an average Singapore consumer was looking for. One of the SL customer commented "this is the car that I was looking for the last 6 years, the right blend of price, performance, power, style, space – not compromising on any of the major issues much – an exact fit for me and my family". Within 2 years of its operation in Singapore, the company became the second largest small car manufacturers in India. Jim felicitated all the employees in the international projects unit with a letter of appreciation and one year's salary a bonus.

Question for Discussion

- (i) Discuss the strategy adopted by Jim to make the company a popular automobile manufacturer.
- (ii) How it the international project unit helps the company produces the right product for the right market.
- (iii) Why the culture of the market is important in handling a project launch.

PART B (10 x 2 = 20 Marks)

2. What are the characteristics of a project?
3. State the components of cost estimation of a project.
4. What are the "Quality traits" of a project leader?
5. State the 'On-site' HR issues of Project implementation.
6. Give the oil / gas reserves of India against its demand.
7. What is meant by 1973 oil shock?
8. State any 2 basic functions of AAI.
9. State the objectives of National Highway Development Project.
10. What are the facilities available under 3-G Technology?
11. What is meant by data mining?

PART C (4 x 15 = 60 Marks)

12. (a) Describe the project planning process with a suitable example.

(OR)

(b) What are the factors of cost overrun? Discuss each of them with a suitable example.

13. (a) Discuss the 'traits' required for project Team members.

(OR)

(b) "Indian economic growth is highly constrained by oil Sector" – discuss.

14. (a) What are the impediments for Road Developments in the country

(OR)

(b) Discuss how PPP model facilitates faster growth in the infrastructure development.

15. (a) What is meant by 'BOT' model? Discuss a project developed under that model.

(OR)

(b) Discuss whether India should go for wire-line network or wireless technology for faster growth of broad-band expansion.
