



MBA DEGREE EXAMINATIONS: NOV/DEC 2023

(Regulation 2022)

First Semester

MBA – PROJECT MANAGEMENT

P22MPF1103 - Managing People and Organizations

COURSE OUTCOMES

- CO1:** Understand the fundamentals of project management.
- CO2:** Learn how to develop a project plan.
- CO3:** Constitute a project work system.
- CO4:** Evaluate and organize the human resources in project execution.
- CO5:** Analyze project execution and control mechanism.

Time: Three Hours

Maximum Marks: 100

PART A (1Q x 20 Marks = 20 Marks) Compulsory Case Analysis

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Care & Care Products was undergoing favorable growing pains. Business was good. New product development was viewed as the driving force for the company's future growth. The company was now spending significantly more money for new product development, yet the number of new products reaching the market place was significantly less than in prior years. Also, some of the products reaching the market place were taking longer than expected to recover their R&D costs, while others became obsolete too quickly. Management recognized that some sort of structured decision-making process had to be put in place whereby management could either cancel a project early before massive resources were committed or redirect efforts to different objectives. David Mathews was assigned as the project manager in charge of developing a new product development (project management) methodology for Care & Care Products. David understood the benefits of a project management methodology, especially as a structured decision-making process. It would serve as a template or a repetitive process such that project success could be incurred over and over again. The methodology would contain sections for project scope definition, planning, scheduling, and monitoring and control. There would also be a section on the role of the project manager, line managers, and executive sponsors. To make the project management methodology easy to use and adaptable to all projects, the methodology would be constructed

CO4 [K₅]

using forms, guidelines, templates, and checklists rather than the more rigid policies and procedures. This would certainly lower the cost of using the methodology and make it easier to adapt to a multitude of projects. The project managers could then decide whether to implement the methodology on an informal basis or on a more formal basis. The first draft of the new methodology was completed and ready for review by the vice president (VP) of operations who had been assigned as the project sponsor. After a review of the methodology, a meeting was held between the sponsor and the project manager (PM). VP: "I have read over the methodology. Is it your expectation that the methodology should be used on every project?" PM: "We could probably justify using the methodology on every project. This would give us a really good structured decision-making process." VP: "Using the methodology is costly and perhaps not all projects should require the use of the methodology. I can rationalize the use of the methodology on a Rs. 5,00,00,000 project. But what if the project is only Rs. 25,00,000 or Rs. 50,00,000? What if the project is 30 days in length rather than our usual 6- to 12- month effort?" PM: "I guess we need to define the threshold limits on when project management should be used." VP: "I have a concern that we should define not only when to use project management but also what a project is. If an activity remains entirely in one functional area, is it still a project according to your definition? Should we also define a threshold limit on how many functional departments must be involved before we define an activity as a project?" PM: "I'll go back to the drawing board and get back to you in a week or so."

Questions:

1. What is a reasonable definition of a project?
2. Is every activity a project or should there be a minimum number of functional boundaries that need to be crossed? If so, how many boundaries?
3. How do we determine when project management should be used and when an activity can be handled effectively by one functional group without the use of project management?
4. Since the use of a formal project management methodology requires time and money, what should be "reasonable" threshold limits for its use?

PART B (5Q x 4 Marks = 20 Marks)

2	Write a detailed note on project management.	CO1	[K ₂]
3	Define Value Engineering and the key principles of value engineering.	CO2	[K ₁]
4	Explain the methods of scheduling reports.	CO2	[K ₂]
5	What are the factors involved in selecting a project team?	CO4	[K ₁]
6	Explain the term risk management.	CO5	[K ₂]

Part – C (6Qx10 Marks = 60 marks) Answer Any 6 Questions only

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| 7. | Discuss in detail the systems approach to project management. | CO1 | [K ₆] |
| 8. | Prepare a project manual report for setting up an Ayurvedic Hospital in your locality. | CO2 | [K ₆] |
| 9. | You have been asked to launch a clean the city campaign under swatch Bharat initiative. Outline the steps you will take to execute the work. Give the Organization structure, the kind of team you will assemble, the uncertainty and risks you are likely to face, how you will control the project. | CO3 | [K ₄] |
| 10. | Explain the various types of project organization and discuss its suitability for different projects. | CO3 | [K ₂] |
| 11. | Lakshya Consulting is an established marketing research firm primarily focused on automobile industry. In a recent convention, the CEO Mr. Pramod has won a proposal from a Swedish Automobile manufacturer to do a preliminary study on entering Indian market for their consumer car segment. The CEO is setting up a new team to handle this project. What suggestions would you like to share with Mr. Pramod in selecting a project team and a project manager for this new project? | CO3 | [K ₁] |
| 12. | You are the project manager responsible for the overall construction of a new international airport. Draw a dependency map identifying the major groups of people that are likely to affect the success of this project. Who do you think will be most cooperative? Who do you think will be the most cooperative? Why? | CO3 | [K ₅] |
| 13. | What are the major types of costs ? Which costs are controllable by the project manager? | CO5 | [K ₁] |
