



MBA DEGREE EXAMINATIONS: NOV / DEC 2024

(Regulation 2022)

First Semester

MASTER OF BUSINESS ADMINISTRATION – PROJECT MANAGEMENT

P22MPF1103: Managing People and Organization

COURSE OUTCOMES

CO1: Outline the conceptual framework of Project Management.

CO2: Identify the elements of planning, organizing, and controlling in project management

CO3: Develop the various practices, and exercises of Project Management Environment

Time: Three Hours

Maximum Marks: 100

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

1 **Case Study: The Skyline Bridge Project**

CO3 [K₆]

The government of Metropolis City planned to build the Skyline Bridge, a state-of-the-art infrastructure project, to ease traffic congestion and improve connectivity between the northern and southern parts of the city. The project was awarded to a leading construction firm with a projected budget of \$500 million and a timeline of 36 months.

The project started with great enthusiasm, but several challenges arose during execution:

1. **Unrealistic Deadlines:** The timeline was overly optimistic, leading to rushed planning and execution.
2. **Environmental Concerns:** Local communities protested against the project due to its potential impact on a nearby wetland.
3. **Communication Gaps:** Poor coordination between the project management team and subcontractors led to delays and budget overruns.
4. **Scope Creep:** Stakeholders kept adding new features, such as dedicated bike lanes and aesthetic lighting, without revising the budget or timeline.
5. **Leadership Issues:** The project manager faced challenges in managing conflicts within the team and ensuring accountability.

Despite these challenges, the bridge was completed after 48 months at a

cost of \$650 million, exceeding both the timeline and the budget. However, its construction raised questions about the efficiency of project management and the adequacy of risk management strategies.

Questions:

1. Identify the key factors that led to the challenges in the Skyline Bridge Project. How could these have been mitigated during the planning phase?

2. Discuss the importance of stakeholder engagement and communication in managing large-scale infrastructure projects. How could the project team have handled environmental concerns and scope creep effectively?

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

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| 2 | Define the concept of project management and its primary functions. | CO1 [K ₁] |
| 3 | List the steps in preparing a project execution plan. | CO2 [K ₁] |
| 4 | Outline the dimensions of project management. | CO1 [K ₂] |
| 5 | Identify the critical components of a project control mechanism. | CO3 [K ₃] |
| 6 | Summarize the importance of leadership styles for project team effectiveness. | CO3 [K ₂] |

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

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| 7 | Explain the systems approach to project management with examples from different sectors. | CO1 [K ₅] |
| 8 | Discuss the relationship between project managers and line managers in a matrix organizational structure. | CO2 [K ₆] |
| 9 | Explain the concept of value engineering and its relevance to project development. | CO2 [K ₅] |
| 10 | Analyze the impact of poor communication on inter-process coordination during project execution. | CO3 [K ₄] |
| 11 | Evaluate the role of risk escalation in managing large-scale projects effectively. | CO3 [K ₅] |

- 12 Illustrate the use of software tools in project execution and control mechanisms. CO3 [K₂]
- 13 Discuss the methods for leveraging technical vs. managerial talents in building high-performing teams. CO3 [K₆]
