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**Presidency University**

**Bengaluru**

**SCHOOL OF MANAGEMENT**

**SUMMER TERM - END TERM EXAMINATION-AUGUST 2024**

**Summer Term**: 2023- 2024

**Course Code**: MGT260

**Course Name**: Project management

**Program & Sem**: BBA & VI Sem

**Date**: 9/08/2024

**Time**: 1.00pm-4.00pm

**Max Marks**: 100

**Weightage**: 50%

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*

**Part A [Memory Recall Questions]**

**Answer any Five Questions. Each question carries TWO marks. (5Qx 2M= 10M)**

1. How can project management offices (PO) support effective project management? **(CO No 1) [Knowledge]**

2. Other than culture, what other organisational factors should be used to determine which project management structure should be used? **(CO No 1) [Knowledge]**

3. You are in charge of organising a dinner-dance concert for a local charity. You have reserved a hall that will seat 30 couples and have hired a jazz combo. What would the priorities likely be for this project? **(CO No 1) [Knowledge]**.

4. Completion of the project on time is a primary responsibility of the project manager, and completing the project on time requires the development of a realistic plan and the effective management of the plan. In this context, describe the features of a successful project. **(CO1) [Knowledge]**

5. Briefly using your own examples, elucidate the necessary requirements that should be considered while writing the financial viable report of a project. **(CO 1) [Knowledge]**

6. The portfolio of projects is typically represented by compliance, strategic and operations projects.  What impact can this classification have on project selection ? **(CO 3) [Comprehension]**

7. What can a project manager do to avoid some of the pitfalls of a highly cohesive project team? **(CO 1) [Knowledge]**

**Part B [Thought Provoking Questions]**

**Answer any Five. Each question carries TEN marks. (5Qx10M=50M)**

8. . Many executives are reluctant to let  project managers have complete control  of project costs because then the project managers must know the exact salaries of almost all project personnel.  Can this  situation be prevented if the contract requires reporting costs as actuals? **(CO 3) [Comprehension]**

9. Would a cost-benefit analysis be easier or harder to perform in a traditional or project management organisational structure? **(CO No 1) [Knowledge]**

10. Should a PERT/CPM network become a means of understanding reports and schedules, or should it be vice versa? **(CO No 1) [Knowledge]**

11. California’s 2600-mile long system of levees east of San Francisco is arguably the most worrisome infrastructure risk in America – called a “ticking time bomb” by some----whose failure would top the economic cost of Katrina. The berms supporting the levees protect half a million people, 4 million acres of farmland, and the drinking water supply for most of southern California. To help decide where to invest to protect these levees, a gigantic threat-assessment simulation software program is being used. It was constructed after Hurricane Katrina by 300 top scientists and engineers to see how waves and flood waters from 152 computer-simulated storms might swamp New Orleans. The software is being modified for California where the greater threat is earthquakes, but California has seven times the length of levees as New Orleans and they’re in worse condition. (**CO1 Knowledge)**

**QUESTIONS**

1. What would be involved in changing the simulation threat from hurricanes to earthquakes?

2. What process do you think would be used to analyse the simulation results?

12. You work for LL Company, whihc manufactures high-end optical scopes for hunting rifles.  LL Company has been the market leader for the past 20years and has decided to diversify by applying its technology to develop a top-quality binocular.  What kind  of project management strucure would you recommend they use for this project? What information would you like to have to make this recommendation and why? **(CO2 Comprehension)**

13. Hydro bucks is a medium-sized producer of gasoline-powdered outboard motors. In the past it has successfully manufactured and marketed motors in the 3- to 40-horsepower range. Executives at Hydrobuck are now interested in larger motors and would eventually like to produce motors in the 50- to 150- horsepower range. The internal workings of the large motors are quite similar to those of the smaller motors. However, large, high-performance outboard motors require power trim. Power trim is simply a hydraulic system that serves to tilt the outboard motor up or down on the boat transom. Hydrobuck cannot successfully market the larger outboard motors without designing a power trim system to complement the motor. The company is financially secure and is the leading producer of small outboard motors. Management has decided that the following objectives need to be met within the next 2 years :

1. Design a quality power trim system

2. Design and build the equipment to produce such a system efficiently.

3. Develop the operations needed to install the system on the outboard motor.

The technology, facilities, and marketing skills necessary to produce and sell the large motors already exist within the company. **(CO. 2. Comprehension)**

**QUESTIONS**

1. What alternative types of project organization would suit the development of the power trim system? Which would be best ?

2. Discuss your reasons for selecting this type of organization.

14. Kevin Ertle is the director of information technology (IT) for the Bryce Power Tool Company. A decision was made recently to upgrade Bryce’s legacy systems to a comprehensive ERP system. The president of Bryce has indicated that he expects the modernization program to result in a significant improvement in new product time to market. Ertle is concerned with the possibility that his department will not have adequate resources to support the upgrade. Kevin believes he has enough staff to handle the aggregate IT requirements, but he is not too sure he will be able to supply the proper IT personnel at the times and quantities requested by the company’s project manager.

To complicate matters further, the upgrade will be under the control of four different business unit project managers. Each major market segment has been recognized as a separate business unit with the authority to select IT subsystems for their segment based on a schedule that makes sense for it. Kevin knows a little bit about resource allocation techniques. He remembers that one of the most effective allocation techniques is to work first on the activity with the minimum slack, so he has instructed his staff to approach any tasks they are assigned as members of a project team on that basis. **(CO.1. Knowledge)**

**QUESTIONS**

1. Is this technique a reasonable way to schedule the IT resources of Bryce? Why or why not?

2. What complication is added by making this four separate projects?

**Part C [Problem Solving Questions]**

**Answer any two Questions. Each question carries TWENTY marks. (2Qx20M=40M)**

15. You are the president of Silver Fiddle construction (SFC), which specializes in building high-quality, customized homes in the Grand Junction, colorado area.  You have just been hired by the Czopeks to build their dream home.  You operate as a general contractor and employ only a part-time bookkeeper.  You subcontract work to local trade professionals.  Housing construction in Grand Junction is booming.  You are tentatively scheduled to complete 11 houses this year.  You have promised the Czopeks that the final costs will range from $450,000 to $500,000 and that it will take five months to complete the house once groundbreaking has begun.  The Czopeks are willing to have the project delayed in order to save costs.  You have just finished a preliminary scope statement for the project.  You are now branistorming potential risks associated with the project. **(C.O.No.1 [Knowledge]**

**Questions:**1. Identify potential risks associated with this project. Try to come up with at least five different risks.  
2.Use a risk assessment, to analyse identified risks.  
3. Develop a risk response and outline how you would deal with each of the risks.

16. Josh and Mike met each other as roomates during freshmen year at MacAlister College in St. Paul minnesoat.  Despite a rocky start they became best friends.  They are planning on going on a two week adventure together to celebrate their graduation in June.  Josh has never been to Europe and wants to visit France or Spain. Mike spent a semester abroad in Aarhus, Denmark and traveled extensively in Northern Europe.  Even though he never went to France or Spain, Mike wants to go to some place more exotic like South Africa or Vietnam.  For the past week they have been arguing back and forth over where they should go.  Josh argues that it will cost too much to fly to South Africa or Vietnam, while Mike counters that  it will be much cheaper to travel in Vietnam or South Africa once they are there.  Each of them agreed that they can  spend no more than $3,500 each on the trip and could be gone for only two weeks.  One evening when they were arguing with each other over friends, Sara said, "Why dont you use what you learned in your  project management class to decide what to do?" Josh and Mike looked at each other and agreed that made perfect sense. **(CO. 2 Comprehension)**1. Assume you are either Mike or Josh; how would you go about making a decision using project management methodology?  
2. Looking first at  only cost, what decision would you make?  
3. After cost, what other factors should be considered before making a decision?

17. Draft a project proposal of selection and evaluation of four way track in India

**(CO. 2 Comprehension)**