1904N264 Candidate's Seat No :_____

MBA (GM) Semester-2 Examination
FC 207
PM

Time : 2-30 Hours] April-2024 [Max. Marks : 70

Q-1	Briefly discuss **any 7** of the following: (1) Project planning (2) Causes of project failure (3) Brown Field Project (4) BOT (5) PERT (6) Importance of scheduling (7) Venture capital (8) Activity On Node (AON) (9) Weak Matrix Organization (10) Rahil Jha is a Project Manager working on the Project of Developing oral medicine for Corona Virus. During the drug development stage, R&D team declared that it will have adverse effects. Now Rahil's company wants to close the project. Explain which condition for project closure is applicable here?	14
Q-2	**A)** (1) Due to the shortage of resources and expertise, some of the organizations outsource their projects. Which are the key points that an organization should consider while outsourcing? **(7)** **A)** (2) Which factors influence the quality of Project time & Cost estimates? Discuss them in detail. **(7)** **OR** **B)** (1) Various kinds of risks are associated with Project. What are the different steps of the risk management process? **(8)** **B)** (2) Every project comes to an end, eventually. Discuss various types of project terminations in brief. **(6)**	14

(P.T.o)

Q-3	A) (1) Discuss Various sources of Financing large projects. **(8)** A) (2) Share your views on Venture Capital vs Pvt Equity. **(6)** <center>**OR**</center> B) (1) *"Conflict brings out the best out of Project team"*, Do you agree? How can a project Manager manage conflict effectively? **(8)** B) (2) What are the Project Team Pitfalls? **(6)**	**14**
Q-4	A) (1) From the following information, construct the Network Diagram & Find the Critical Path. **(8)**	**14**

Nodes	Duration (In Days)
1-2	10
1-3	8
1-4	9
2-5	8
4-6	7
3-7	16
5-7	7
6-7	7
5-8	8
6-9	5
7-10	12
8-10	13
9-10	15

(A) (2) What is profitability analysis in project? Explain the importance of profitability analysis. **(6)**

<center>**OR**</center>

B) (1) Discuss the Tuckman's model of Team Development with each of 5 stages in detail. **(8)**
B) (2) List down 9 Knowledge Areas of Project Management Framework **(6)**

Q-5 ·	A) The Metro Rail System has demonstrated to be the most effective in the transportation. Metro rails are very High-capacity carriers and journey hours are very less than compared to road ways. It is Eco-friendly – no pollution of the air, much less noise is produced. Ahmedabad Metro is a rapid transit system for the cities of Ahmedabad and Gandhinagar in Gujarat, India. It is being built by Gujarat Metro Rail Corporation (GMRC) Limited, a Special Purpose Vehicle company constituted in 2018 to implement all metro projects in Gujarat. The total length of the Ahmedabad Metro Rail Project Phase-I is about 40.03 km The project will connect 4 corners of the Ahmedabad city with 2 corridors and 32 stations. While the Metro Rail Systems have come to define the cities' growth and development, they also come with certain challenges that the city and their residents need to handle to ensure a more holistic benefit. For instance, the widespread network of concrete viaducts tends to distort the skyline and the city's urban form. Another challenge is that land acquisition disturbs many people's livelihoods, especially of low and middle-income	**14**

groups. This often becomes the source of agitation and unrest from those who lose their land and could slow down the project. Moreover, urban lands are costly. The construction phase disturbs the peace and tranquility of the residents. Cost of the metro projects itself offers a big challenge.

These challenges are surmountable with careful planning and management. Metro rails can give a great boost to the city's social and economic profile.

From this information, answer the following questions.

    A. For the project of Metro Rails, identify the social cost and benefits. **(6)**

    B. What PPP ownership structure fits best as per you? **(2)**

    C. According to you, which skills the project manager must have to address the challenges as identified above. **(6)**

OR

B) Khushali Dave is working as a senior project manager in B K Solutions for last five years. She has a good experience of working with projects of different varieties. The company got a new project from one of its client Mr Pariket Kubhani's firm to plan and execute the annual meeting. It was a grand project. Khushali was given a team of 12 members to assist her in planning and execution of this project.

Khushali is a task master and does not believe in wasting time. Soon after getting the project, she assigned different roles to the team members with the deadlines for completion. The entire team has been working together for over a month now and they just have not really come together as a team. Each of the member works on the role assigned but at the same time they were not concerned with the other members' task on the team. Team members were not helping each other if someone has a problem in execution and needs help. It so happened one day that Vanshika, one of the team members, had medical emergency and had to rush to home and she was supposed to complete one specific task that day but no one from the team took the initiative of completing that task for her and ultimately Vanshika worked late night to complete that specific task. This was a bad memory for her and she is seriously thinking of dropping out from the team.

To add to the burning situation, COVID Pandemic set in. For long, there were no regular meetings conducted. Few of the team members and their family suffered from COVID too. Khushali is totally confused about how to handle the ongoing project. She believes that everything was just right before COVID and the project started off well.

    A. Identify the issues with the working of this team and suggest alternatives to address them. **(7)**

    B. With COVID, how Khushali should manage the team virtually and motivate the team members? **(7)**

All the Best