

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SIXTH TRIMESTER (Batch 2019-21)

END TERM EXAMINATIONS, MAY'21

MAIN QP

Course Name	PROJECT MANAGEMENT	Course Code	OM 601
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- A. Mode of Serving the Question Paper in Moodle: Assignment with Plagiarism Check
- B. Permitted % of Plagiarism in answer sheets: 18%
- C. Penalty in case the permitted plagiarism % is breached: 1 mark for every 1 % beyond maximum limit.
- D. Attempt all questions.
- E. This is a Closed Book examination
- F. Mode of submission:
 - Answer sheet to be submitted/ uploaded on Moodle as a single word file (MS Word)
 - Answer to Q 1a, Q1b, Q1c & Q2d to be done with pen and paper. Name and Roll Nos. of the student **MUST be written on the paper**. The photo or scanned copy of the answers to these questions to be pasted in main the MS word file.
 - Answers to all other questions (except Q 1a, Q1b, Q1c & Q2d) **MUST be typed in the word file**.

Q1)

CYBAX PROJECT

CYBAX is the code name given to a high-security system project. CYBAX is being implemented by CYRUS Corporation, a defense service provider having major business areas of Aeronautics, Electronic systems, Information technology, Integrated Systems & Solutions & Space Systems. CYBAX Project is funded by Department of Defense.

Jobe Gaten is the designated Project Manager of CYBAX Project. During the planning stage, Jobe and his team have developed the project's work breakdown structure from scope statement and identified major work packages. The team also estimated durations, precedence relationships and costs of various work packages. Same has been approved by the Project Sponsor. The details are mentioned below:

Work Package	Description	Duration (in months)	Predecessor	Approved Estimate (\$)	Cost
A	Gather data, Study and Prepare Problem Definition Report	1	-	4000	

B	Interview Users, Study Existing System, Define User Requirements	2	A	6000
C	Finalise Technical Requirements & take Approvals	1	A	2000
D	Prepare Drawings, Layouts, Finalise System Design report	2	B	5000
E	Develop Test Cases, Get Licenses	1	B	10,000
F	Software, Hardware and Network Development, System Integration & Testing	3	B,C	12,000
G	Document Training material & User manuals	1	D,E	6000
H	Final Integrated System Testing	2	F	6000
I	Preparing Final Testing Report	1	F	4000
J	System Launch & Completion	1	G,H,I	3000

Jobe Gaten and his team has employed Earn Value Management (EVM) to monitor & control schedule and cost of the project. The table below depicts the status report of the project at the end of month 5.

Work Package	% Complete	Actual Expenditure (In \$)
A	FINISHED	4000
B	FINISHED	6200
C	FINISHED	2000
D	80%	4500
E	70%	8000
F	90%	8000
G, H, I, J	NOT STARTED	

- Develop a Project Schedule Network Diagram using PDM method. Analyse the network using CPM method to determine Project Completion Time & Critical Activities *(Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).*
- Based on the data provided, construct the Cost Baseline of the Project. Distribute cost over periods on pro rata basis. *(Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).*
- Examine PV, EV, AC, CV, SV for each work package and overall project at the end of month 5. Critique on the overall health of the project at the end of month 5. *(Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).*

(Marks 5+5+5=15)

Q2)

Kerzner Office Equipment

Amber Briggs looked nervously at her watch as she sat at the front of a large table in the cafeteria at Kerzner Office Equipment. It was now 10 minutes after 3:00 and only 10 of the 14 members had arrived for the first meeting of the Kerzner Anniversary Task Force. Just then two more members hurriedly sat down and mumbled apologies for being late. Briggs cleared her throat and started the meeting.

The Company:

Kerzner Office Equipment is located in Charleston, South Carolina. It specializes in the manufacture and sales of high-end office furniture and equipment. Kerzner enjoyed steady growth during its first five years of existence with a high-water employment mark of more than 1,400 workers. Then a national recession struck, forcing Kerzner to lay off 25 percent of its employees. This was a traumatic period for the company. Justin Tubbs was brought in as the new CEO, and things began to slowly turn around. Tubbs was committed to employee participation and designed work around the concept of self-managing teams. The company soon introduced an innovative line of ergonomic furniture designed to reduce back strain and carpal tunnel. This line of equipment proved to be a resounding success, and Kerzner Office Equipment became known as a leader in the industry. The company currently employs 1,100 workers and has just been selected for the second straight time by the Charleston Post and Courier as one of the 10 best local firms to work for in South Carolina.

Amber Briggs:

Amber Briggs is a 42-year-old human resource specialist who has worked at Kerzner for past five years. During this time, she has performed a variety of activities involving recruitment, training, compensation, and team building. David Brown, Vice-President of Human Resources assigned Amber Briggs the responsibility of organizing 10th anniversary celebration. Briggs was excited about the project because she would report directly to top management.

CEO Tubbs briefed her about the purpose and objectives of the celebration. Tubbs stressed that this should be a memorable event and it was important to celebrate Kerzner's success since the dark days of the layoffs. Moreover, he confided that he had just read a book on corporate culture and believed that such events were important for conveying the values at Kerzner. He went on to say that he wanted this to be an employee celebration—not a celebration conjured up by top management.

CEO Tubbs informed Briggs that she would be assigned a task force of 14 employees from each of the major departments to plan and organize the event. Her team was to present a preliminary plan and budget for the event within next 10 weeks. He concluded the meeting by offering to help Briggs in any way he could to make the Anniversary Event a success.

Soon thereafter Briggs received the list of the names of the task force members, and she contacted them either by phone or e-mail for project's **First Meeting at 3.00 pm today**. She had to scramble to find a meeting place. Her cubicle in human resources was too small to accommodate such a group, and all the meeting rooms at Kerzner were booked or being refurbished. She settled on the cafeteria because it was usually deserted in the late afternoon. Prior to the meeting, Briggs posted the agenda of the meeting on a flipchart (see below) adjacent to the table. Given everyone's busy schedules, the meeting was limited to just one hour.

AGENDA- FIRST MEETING	
3.00 pm	Introductions
3.15 pm	Project Overview
3.30 pm	Ground Rules
3.45 pm	Upcoming Meeting Times
4.00 pm	Adjourn

The First Meeting:

Briggs began the meeting by saying, "Greetings. For those who don't know me, I am Amber Briggs from human resources and I've been assigned to manage the 10th anniversary celebration at Kerzner. Top management wants this to be a special event—at the same time they want it to be our event. This is why you are here. Each of you represents one of the major departments, and together our job is to plan and organize the celebration."

She then reviewed the agenda and asked each member to introduce him/herself. The tall, red-haired woman to the right of Briggs broke the momentary silence by saying, "Hi, I'm Cara Miller from Plastics. I guess my boss picked me for this task force because I have a reputation for throwing great parties".

In turn each member followed suit. Below is a sampling of their introductions:

"Hi, I'm Mike Wales from maintenance. I'm not sure why I'm here. Things have been a little slow in our department, so my boss told me to come to this meeting".

"I'm Megan Plinski from domestic sales. I actually volunteered for this assignment. I think it will be a lot of fun to plan a big party".

"Yo, my name is Nick Psias from accounting. My boss said one of us had to join this task force, and I guess it was my turn".

"Hi, I am Rick Fennah. I'm the only one from purchasing who has been here since the beginning of the organization. We've been through some rough times, and I think it is important to take time and celebrate what we have accomplished".

"Hi, I am Ingrid from International Sales. I think this is a great idea, but I should warn you that I will be out of the country for most of the next month".

"I am Abby Bell from Engineering. Sorry for being late, but things are a bit crazy in my department".

Briggs circled the names of the two people who were absent and circulated a roster so that everyone could check to see if their phone numbers and e-mail addresses were correct. She then summarized her meeting with CEO Tubbs and told the group that he expected them to make a formal presentation to top management within next 10 weeks. She acknowledged that they were all busy people and that it was her job to manage the project as efficiently as possible. At the same time, she reiterated the importance of the project and that this would be a very public event: "If we mess things up, everyone will know about it".

Briggs went over the ground rules and emphasized that from now on meetings would start on time and that she expected to be notified in advance if someone was going to be absent. She, summarized the first part of the project as centering on five key questions: when, where, what, who and How much. She created a stir in the group when she responded to a question about anticipated project cost by informing that the top management was willing to pay up to \$150,000 for the event. Megan quipped, "This is going to be one hell of a party".

Briggs then turned the group's attention to identifying a common meeting time. After jousting for 15 minutes, she terminated the discussion by requesting that each member submit a schedule of free time over the next month by Friday. She would use this information and a new planning software to identify optimal times for future meetings. She ended the meeting by thanking the members for coming and asking them to begin soliciting ideas from co-workers about how this event should be celebrated. She also announced that she would meet individually with each of them to discuss their role on the project. The meeting was adjourned at 4:00 P.M.

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- a) Critique Briggs's management of the first meeting. What, if anything, should she have done differently in preparation of the First Meeting?
- b) Evaluate the barriers Briggs is likely to encounter in completing this project? Analyse what can she do to overcome these barriers?
- c) Formulate key actions she should take between now and the next meeting?
- d) Assume that you are Amber Briggs, Project Manager of Kerzner's Anniversary Celebration Project. Taking inputs from the above case, your project scope includes all activities including concept development, planning and organizing the final Anniversary Celebration. This will include (but not limited to) finalization of invitees, vendor finalization, venue & programme finalization, facilities, food & beverage, seating arrangements etc. Make suitable assumptions as necessary. Construct a Work Breakdown Structure (WBS) for the project. (Note: Answer to this part of the question is to be done with pen and paper. The photo or scanned copy of the answer to be pasted on the main word file which will be uploaded).

(Source: Adapted from "Case - Kerzner Office Equipment; Project Management – The Managerial Process; By Gray, Larson & Desai, Sixth Edition, Pearson)

(Marks 5+8+5+7=25)