JAIPURIA
INSTITUTE OF MANAGEMENT
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JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SIXTH TRIMESTER (Batch 2021-23)

END TERM EXAMINATION, APRIL 2023

SET-1

Course Name	PROJECT MANAGEMENT	Course Code	20532
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:

A. This is a Closed Book examination
B. Attempt all questions.
C. Answer should be precise and to the point.
D. Scientific calculators permitted.

Q1)

International Capital (IC):

International Capital (IC) is a small investment banking firm that specializes in securing funds for small to medium-sized firms. IC is able to use a standardized project format for each engagement. Only activity times and unusual circumstances change the standard network.

Beth Brown has been assigned to this client as project manager partner and has compiled the network information and activity times for a project work which IC will be implementing for the client. Further, manpower resources at IC are multi-skilled and estimated nos. of resources required by each activity are also documented. Details are as follows:

Activity	Predecessor	Duration in days	Estimated nos. of Manpower Resources
A	-	5	1
B	A	5	2
C	A	4	1
D	A	6	2
E	B	8	2
F	B	10	2
G	C	12	3
H	C	9	2
I	D	8	1
J	D	14	2
K	F,G	12	2
L	H,I	10	2
M	E	7	3
N	J	9	1
O	N	8	2

Managerial Report

Beth and other broker partners have a policy of passing their plan through a project review committee of colleagues. This committee traditionally checks that all details are covered, times are realistic, and resources are available. Beth wishes you to develop a report that presents a planned schedule and project completion time in workdays. For preparing the Managerial Report which will be presented to project review committee at IC, you need to do the following:

a) Construct a PDM network diagram to be included in the managerial report.
b) Analyse the network using Critical Path Method and determine the project completion time alongwith critical activities.
c) Construct a *Resource Requirement Plan* (only for first 12 days of the project) to be included in the report.

(Marks: 4+4+4)

Q2)

Gold Star LAN Project:

You work for an IT consulting & engineering firm and is assigned to the Gold Star LAN project. It's a small project which involved laying of LAN cables at the Corporate office of the client firm - Gold Star. The approved completion time of the project is 11 weeks. The high level project schedule has four work packages A, B, C, D. Baseline Project schedule along with budgeted cost is given below:

Work Package	Approved Cost ($)	w1	w2	w3	w4	w5	w6	w7	w8	w9	w10	w11
A	4000	██	██	██								
B	8000					██	██	██	██			
C	4000					██	██	██				
D	3000									██	██	██
Total	19000											

Assume that planned work progress and budgeted costs is distributed on prorate basis. Project has started and 6 weeks have already passed. At the end of 6th week, your team members have reported the work progress and actual expenditures as follows:

Work Package A: *100% completed, however actual completion time is 5 weeks instead of 4 weeks. Actual cost of completion is $5000.*
Work Package B: *40% work completed. Actual expenditure incurred $5000.*
Work Package C: *20% work completed. Actual expenditure incurred $3000.*

Answer the following:
a) Construct Cost Baseline of the Gold Star LAN Project.
b) Employing Earn Value Management (EVM) technique to monitor and control the project, evaluate PV, EV, CV, SV of the project as on end of 6th week.
c) Forecast the completion time of the project and project cost at completion.

(Marks: 4+4+4)

Q3)
Pegasus Project

Sahil was mulling over his work schedule as he looked across the window at the storm that was rolling in. He has just received the official mail from HR regarding the Pegasus project and now the real work has to begin.

Pegasus is a six-month advanced cyber security project of Atlanti Corp, a major financial institution Headquartered in Mumbai. As it is a financial institution, major work at Atlanti Corp is financial service operations and projects undertaken at Atlanti Corp are mainly internal projects such as quality improvement projects, IT infrastructure and automation projects, financial research projects, office facility upgradation and management projects. Pegasus is one such IT project.

Sahil's group will be responsible for procurement and installation of the required IT hardware, interfaces, upgrading the present softwares alongwith installing new high end software for achieving high level of cyber security at Atlanti Corp. The Pegasus project has a cross functional project team formed out of AtlantiCorp's Departments, with Sahil as the Project Manager. As it is cyber security project, the implementation of Pegasus project will impact all department and functions of the Atlanti Corp.

Sahil had joined the IT Group at Atlanti Corp five years earlier after working for Electronic Data Systems for six years. He quickly demonstrated good technical competencies. On his last two projects he served as assistant project manager responsible for procurement of IT hardware & related software from outside vendors.

Sahil reviewed the list of team member names and realized that all of them have their workstations at ground floor office space. He got up, tucked in his shirt, and walked out of his office and down to the ground floor area where most of his team members were collocated and busy with their respective office work.

Sahil called out the team members by name and then addressing the group, he said "Hi, hope all of you know that I've been assigned to manage the Pegasus project. You must have received the mail from HR regarding your assignment to this project. I just dropped in to say hello and see what is going on. Tomorrow, we will have Kick off meeting at 10.00 am sharp

at first floor conference room and I expect you all to be on time. I want each one of you to put your best so that there are no delays". Sahil went back up to his office, thinking about the upcoming Kick Off meeting next day.

a) Critique Sahil's management style during his first interaction with his project team members. What, if anything, should he have done differently in preparation of the Kick Off Meeting?
b) If you have to coach Sahil for his new role, what will be your recommendations to him regarding the competencies of an effective project manager.
b) Atlanti Corp has a matrix organisaion structure. Discuss the advantages and disadvantages for Sahil in managing a project such as Pegasus Project in a matrix organization structure.

(Marks: 4+4+4)

Q4)

a) **XSU Spring Concert**: You are a member of the X State University (XSU) student body entertainment committee. Your committee has agreed to sponsor a spring concert. The motive behind this concert is to offer a safe alternative to Hasta Weekend. Hasta Weekend is a spring event in which students from XSU rent houseboats and engage in heavy partying. Traditionally this occurs during the last weekend in May. Unfortunately, the partying has a long history of getting out of hand, sometimes leading to fatal accidents. After one such tragedy last spring, your committee wants to offer an alternative experience for those who are eager to celebrate the change in weather and the pending end of the school year. Budget for the concert has been approved.

Project scope includes all work required from conceptualization and execution of the XSU Spring Concert. High level project scope includes developing concept & design of the event, venue finalization, taking required approvals from University authorities, finalizing the programme and performances to be held at the concert, finalising people and invitees, arranging food and beverages, creating required infrastructure arrangements at the venue including logistics, ensuring safety and security arrangements, ensuring good media coverage, sales of concert tickets, arranging concert sponsors, awarding contracts to third party vendors etc.

Construct a Work Breakdown Structure (WBS) for the XSU Spring Concert. Make suitable assumptions.

(Marks: 4)