

(20)

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professor is quickly adding to the upwardly spiraling cost of this project. The supervisor feels that something must be done about this scope creep — continually changing scope.

Comment on the following aspects of the case study :

- (i) Who are the stakeholders of this project ? Who are the key stakeholders of the project ?
- (ii) Could these requested changes also impact the schedule ? If so, how ?
- (iii) What is Global Green Book's process for dealing with changes from their customers ? Do you see any possible issues with this process ?

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Roll No.

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**M. B. A. (FOURTH SEMESTER)
END SEMESTER**

EXAMINATION, May, 2022

PROJECT MANAGEMENT

Time : Three Hours

Maximum Marks : 100

Note : (i) This question paper contains two Sections.

(ii) Both Sections are compulsory.

Section—A

1. Fill in the blanks/True-False :

10×1=10 Marks

- (i) The PERT in project management means program evaluation and _____ technique.
- (ii) "Risk" is usually _____ as the project progresses.

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- (iii) Assembling project team and assigning their responsibilities are done during which phase of a project management.
- (iv) The basic nature of a project is a/an _____ one.
- (v) A process that involves continuously improving and detailing a plan as more detail become available is termed as _____.
- (vi) A program is usually a group of _____.
- (vii) Projects management is divided in _____ process groups.
- (viii) _____ helps an organization to prevent failures in projects.
- (ix) Project management is the job of organizing, coordinating and controlling the various tasks and resources in order to successfully complete project.
(True/False)
- (x) Project cycle is a collection of generally sequential project phases whose description and order of occurrence are determined by the control needs of the

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organization of organizations involved in the project. (True/False)

Section—B

Note : Answer all the questions by choosing any *two* of the sub-questions from (a), (b), (c) and question (d) is compulsory. Each sub-question carries 10 marks.

- 2. (a) What is project management ? Also explain project characteristics in detail.
(CO1, CO2)
- (b) Explain project life cycle and its phases in detail.
(CO1, CO2)
- (c) What are the sources of risk in project management ?
(CO1, CO2)
- (d) **Case let (Compulsory) :** (CO1, CO2)
Global Green Books Publishing is a successful printing and publishing company. Just two years old, it has taken on a great new customer, a local college that needs customized eBooks. To deal with this new customer, they have hired several new parttime employees to help

them with their publishing business, some of them students at the college with flexible hours. As the new school year drew closer, the orders started coming in. They had been told how many different printing jobs the college would need, but they weren't all arriving at once, and orders were quite unpredictable in arriving from the professors at the college. Some professors needed rush orders for their classes. When Global Green Books finally got the orders, some of these jobs were much larger than they had thought they would be. Printing these orders turned out to be very challenging. Not all of the new student hires were trained for all of the printing and binding equipment used to print and assemble to books. Some of them often made mistakes, some workers called off from work due to other demands, and there were often not enough people available to get all the work done before deadlines. Quality was a serious

issue, as they had to provide quality texts—if there were quality problems with the printed product, they would have to spend time and money to fixing defects in their products. Deliveries started slipping past their requested dates and times. Global Green Books was unable to deliver eBooks to their customers on schedule. The local university was unhappy as their eBook products reached campus late for use by professors and student. In some cases, the books were a week or two late. Samantha had been hired as a project management assistant. In her new role as a project manager, one of the processes she was trying to institute was risk management. She started looking at what was happening in the business, talking about it with the owners and employees, and heard about the college's unhappiness. As she did this, she started identifying risks and potential risks. As she went along, she started doing more proactive

risk analysis and risk response planning, and as she did surprises and issues were reduced. By talking with stakeholders and addressing their concerns, communication with stakeholders was also enhanced. Comment on the following aspects of the case study :

- (i) What risks can you identify ? Why are they a risk to Global Green Books Publishing ?
- (ii) What kind of impacts does each of your identified risks have ? Can you categorize these as low impact, medium impact or high impact ?
- (iii) How probable are each of your identified risks ? You can think about something simple like categorizing these as not very likely, likely, and highly likely to occur.
- (iv) What would you advise Global Green Books are their three most critical risks ?

- (a) Explain PERT in detail. (CO2, CO3)
- (b) What are the challenges in project planning ? (CO2, CO3)
- (c) Explain the importance of project management in detail. (CO2, CO3)
- (d) **Case let (Compulsory) :** (CO2, CO3)

Global Green Books Publishing is a successful printing and publishing company in its third year. It has survived the bringing on a large new customer and all the challenges of new work that this customer needed in a very short time. Much of this work for the college is customized eBooks. As the first term progressed with Global Green Books making customized eBooks for this college, there were a number of issues that affected the quality of the eBooks produced and caused a great deal of rework for the company. The local university was unhappy as their eBook products sometimes reached campus late for use by professors and student. In some

cases, the books were a week or two late. The management of Global Green Books was also challenged by these projects. The college expected them delivered on-time and at a low cost, and the company was not always doing that. Accounting was having difficult tracking the costs for each of the books, and the shift supervisor were often having problems knowing what tasks needed to be completed and assigning the right employees to each task. Some of the problems stemmed from the new part time employees. Since many of these workers had flexible schedules, it wasn't always clear which tasks they were supposed to be working on when they came into work. Each book being produced was indeed a book; but that was all they had in common. Each book had different production steps, different contents and reprint approvals required, and different layouts and cover designs. Some were just collections of articles to reprint once

approvals were received, and others required extensive desktop publishing. Each eBook was a complex process, but was going to be made just once, as these eBooks were all customized for each professor and course each semester. Each eBook had to be produced on time, and had to be made to match just exactly what the professors requested. Understanding what each eBook needed had to be clearly documented and understood before starting production. Global Green Books had been told by the college how many different printing jobs the college would need, but they weren't all arriving at once, and orders were quite unpredictable in arriving from the professors at the college. Some professors needed rush orders for their classes. Some orders arrived as projected, but some came later than anticipated. When Global Green Books finally got all their orders, some of these jobs were much larger than they had

thought they would be. Each eBook needed to have a separate job order prepared that listed all the steps that needed to be completed, so that tasks could be assigned to each worker. These job orders were also becoming a problem. Not all the steps needed were getting listed in each order. Often the estimates of time for each task were not completed until after the work was done, causing problems as workers were supposed to move on to new tasks but were still finishing their previous tasks. Some tasks required specialized equipment or skills, sometimes from other groups within Global Green Books. Not all of the new student hires were trained for all of the printing and binding equipment used to print and assemble to books. Global Green Books wanted to start developing a template for job orders. This template should list all of the possible tasks that should be performed in producing an eBook for the

college. These tasks could be broken down into the different phases of the work. In the Receive Order Phase, the order should be received by Global Green Books from the professor or the college, it should be checked and verified, and a job order started. In checking and verifying each order, the customer representative should make sure that they have the requester's name, e-mail and phone number; the date needed, and a full list of all of the contents. They should also verify that they have received all of the materials that were supposed to be included with that order, and have fully identified all of the items that they need to request permissions for. Any problems found in checking and verifying should be resolved by contacting the professor. In the Plan Order phase, all of the desktop publishing work is planned, estimated and assigned to production staff. Also all of the production effort to collate and produce the eBook are identified,

estimated and scheduled, and assigned to production staff. Specific equipment resource needs are identified and equipment is reserved on the schedule to support the planned production effort. In the Production Phase, permissions are acquired, desktop publishing tasks (if needed) are performed, content is converted, and the proof of the eBook is produced. A quality assistant will check the eBook against the job order and customer order to make sure it is ready for production, and once approved by quality, each of the requested eBook formats are created. A second quality check makes sure that each requested format is ready to release to the college. In a Manage Production Phase, happening in parallel with the Production Phase, a supervisor will track progress, work assignments, and costs for each eBook. Any problems will be resolved quickly in an attempt to not have any rework or delays in releasing the

eBooks to the college. Each eBook will be planned using the standard job template as a basis for developing a unique plan for that eBook project.

Comment on the following aspects of the case study :

- (i) Printing books in a print shop, especially large quantities of a single book, is a process. A process is an ongoing day-to-day repetitive set of activities the print shop performs when producing its products. How are these customized eBooks different from a standard printing process ? What characteristics make these customized eBooks a project ?
- (ii) Who are the stakeholders in these eBook projects ? How are they involved in or affected by an eBook project ?
- (iii) Why is it important to have a defined project scope ? Why is it important to

make sure there is agreement about the scope and what will be done in producing each eBook ?

(iv) What kinds of information would you want supervisors to have available to them in the Manage Production Phase ? Why ?

4. (a) What are the roles and traits of a project manager ? Explain citing suitable examples. (CO4, CO5)
- (b) What are the steps to project closure ? Explain in detail. (CO4, CO5)
- (c) Explain Team Management Process citing suitable examples. (CO4, CO5)
- (d) **Case let/Numerical (Compulsory) :**
(CO4, CO5)

Global Green Books Publishing is producing customized eBooks for a local college. It has just received a large order for a new eBook on Strategic Human Resource Management in a Global

Context from a senior professor in the business school. This distinguished faculty member is dissatisfied with the current textbooks, and wants a customized eBook for use with her on campus courses, graduate seminars, and her executive education courses. This is the most complex eBook that Global Green Books has undertaken. Because this project is so important to the professor, and will be used in so many different settings with different schedules, the professor made sure that she had her complete eBook request in early to allow sufficient time for production. She had selected a broad set of the best papers and had written an introduction and background, along with discussion questions for each section. This meant that this project was going to have an extensive set of permissions to acquire before production could happen, as well as

a large amount of desktop publishing for the new materials written by the professor. She was quite certain that she had given Global Green Books more than enough time to have her eBook ready before the first class needed it. This large eBook went through the check and verify order step with a bit of back and forth with the professor to verify the information needed for the extensive number of permissions, so that started the project off with a bit of a delay. Because there were so many permissions, the Supervisor who planned this project, accelerated the work on obtaining permissions to make sure that all the permissions were received before they needed to start assembling and collating the eBook in production. As the Publishers Liaison worked through the extensive list of permissions, the Customer Service Representative for the business school at

the college started receiving several inputs from the college about this project. One set of inputs was a continuing series of requests from the professor. As new papers were released, she wanted to make a number of additions to the eBook. Also, as time went on and she had more time to review her eBook plans, she started identifying some changes that she wanted to make to her planned eBook. Another input came from the business manager at the college bookstore, as he was quite concerned about the projected cost of this eBook. Because this eBook included so many reprints of existing articles and chapters, the estimated cost of the book was quite high. The college expected their eBooks to be delivered at a low cost, as its bookstore costs had to cover the bookstore overhead (servers for sales and distribution of the eBooks and marketing costs) and

the bookstore's markup, as well as the costs of the eBook from Global Green Books. The Global Green Books costs had to incorporate all the permissions costs, as well as all of the desktop publishing and production costs. The Customer Service Representative communicated these issues to several people within Global Green Books : the account manager for the college account, the supervisor managing production for this eBook, the Publishers Liaison obtaining permissions for this book. The account manager was concerned about upsetting this important customer, the supervisor didn't know how these various requests could all be accommodated or how it would impact his project, and the Publishers Liaison was worried both about added costs for new permissions and the time it would take to get them and the costs they had already

expended for permissions no longer needed. And the professor's requests just kept coming, at an increasing rate as it got closer to her deadline for needing this eBook. The supervisor was starting to make some estimates of what each change requested by the professor would cost.

- An extra \$500 for each new permission needed, in addition to the \$500 already spent for each permission already acquired that can no longer be used.
- Two hours of Publishers Liaison effort for each new permission needed at an unburdened cost of \$22 per hour (loaded cost is \$55 with a 1.5 overhead rate).
- One hour of supervisor time for replanning each change at an unburdened cost of \$28 per hour (loaded cost is \$70 with a 1.5 overhead rate).
- Sales commission of 20% this continuing series of requests for changes from the