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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  **Post Graduate Diploma in Management** |
| **Course Title: Project Management, (Course Code: 40530)**  **End-Term Examination, Term - VI (April, 2024)** | |
| **Time Duration: 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question are indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ in one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**SECTION - A**

**CASE: THE AIRBUS A380 PROJECT (CLO-2)**

In the early 21st century, Airbus embarked on an ambitious project to create the A380, a double-decker aircraft designed to revolutionize luxury air travel. The project, launched in 2000, aimed to deliver spacious cabins, quieter journeys, and enhanced long-haul routes, catering to a future dominated by massive air hubs and a surge in passenger demand. However, the journey towards this vision was fraught with challenges, leading to significant delays, cost overruns, and, ultimately, the discontinuation of the A380 program in 2021.

**The Challenge**

The A380 project faced several key challenges that impacted its development and eventual outcome. One of the major hurdles was the complex supply chain, with parts being manufactured across 16 countries. This complexity introduced communication challenges and logistical hurdles, leading to delays and cost escalations. Additionally, the project faced a fundamental misalignment with market trends as airlines began favoring smaller, more fuel-efficient aircraft for point-to-point routes, diminishing the demand for high-capacity, hub-and-spoke models like the A380.

| **Task** | **Duration (Months)** | **Start Date** | **End Date** |
| --- | --- | --- | --- |
| Concept Development | 6 | Jan 2000 | Jun 2000 |
| Design and Engineering | 24 | Jul 2000 | Jun 2002 |
| Supplier Selection and Contracts | 12 | Jul 2000 | Jun 2001 |
| Manufacturing | 48 | Jul 2001 | Jun 2005 |
| Testing and Certification | 18 | Jul 2003 | Dec 2004 |
| Production Ramp-Up | 6 | Jan 2005 | Jun 2005 |
| Delivery and Service Entry | 3 | Jul 2005 | Sep 2005 |
| Post-Production Evaluation | 6 | Oct 2005 | Mar 2006 |
| Project Review and Closure | 3 | Apr 2006 | Jun 2006 |

**Case Questions:**

**Q.1** What were the key project planning failures in the A380 development? How could these have been mitigated? **[6 Marks]**

**Q.2** Explain how a more clearly defined project scope at the outset might have benefited the A380 project. How could a Work Breakdown Structure (WBS) have aided in this process?

**[8 Marks]**

**Q.3** How does the A380 case study highlight the importance of considering flexibility and adaptability during project planning, especially for large-scale endeavors? **[6 Marks]**

**SECTION - B**

**CASE**  **INTERNATIONAL CAPITAL, INC. (CLO-3)**

INTERNATIONAL CAPITAL, INC. is a small investment banking firm which secures funds for small- to medium-sized firms. IC can 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 a project manager partner and has compiled the network information and activity times for the latest client as follows:

|  |  |  |
| --- | --- | --- |
| **Activity** | **Description** | **Immediate Predecessor** |
| A | Start story draft using a template | — |
| B | Research client firm | — |
| C | Create a “due diligence” rough draft | A, B |
| D | Coordinate needs proposal with the client | C |
| E | Estimate future demand and cash flows | C |
| F | Draft plans for the client company | E |
| G | Create and approve legal documents | C |
| H | Integrate all drafts into the first-draft proposal | D, F, G |
| I | Line up potential sources of capital | G, F |
| J | Check, approve, and print the final legal proposal | H |
| K | Sign contracts and transfer funds | I, J |

**Time in Workdays**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Optimistic** | **Most Likely** | **Pessimistic** |
| A | 4 | 7 | 10 |
| B | 2 | 4 | 8 |
| C | 2 | 5 | 8 |
| D | 16 | 19 | 28 |
| E | 6 | 9 | 24 |
| F | 1 | 7 | 13 |
| G | 4 | 10 | 28 |
| H | 2 | 5 | 14 |
| I | 5 | 8 | 17 |
| J | 2 | 5 | 8 |
| K | 17 | 29 | 45 |

Brown 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. Brown wishes you to develop a report presenting a schedule and expected project completion time in workdays. Include a project network in your report. The average duration for a sourcing capital project is 70 workdays. IC partners have agreed it is good business to set up projects with a 95 percent chance of attaining the plan.

**Q.4** How does this project stack up with the average project? **[10 Marks]**

**Q.5** What would the average be to ensure a 95 percent chance of completing the project in 70 workdays? **[10 Marks]**