

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

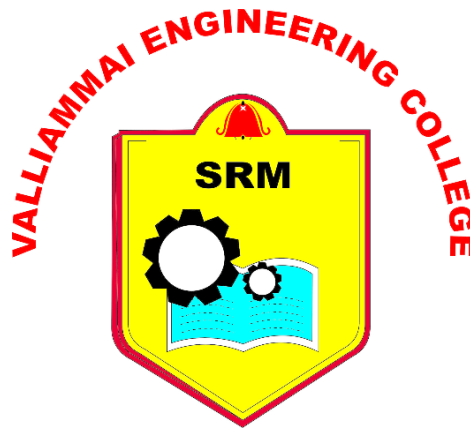
QUESTION BANK

III SEMESTER

PBA504 – PROJECT MANAGEMENT

Regulation – 2023

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Prepared by

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UNIT – I – INTRODUCTION

SYLLABUS: Project Management – Definition – Goal – Lifecycles – Processes – Selection Methods – Project Portfolio Process – Project Formulation – Project Manager – Roles – Responsibilities and Selection – Project Teams

PART- A

S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define project management.	Remembering	Level 1	CO1
2.	Cite the goal of project management.	Understanding	Level 2	CO1
3.	List the major phases in a project lifecycle.	Remembering	Level 1	CO1
4.	Describe the importance of project lifecycles in project execution.	Understanding	Level 2	CO1
5.	Identify the key processes involved in project management.	Remembering	Level 1	CO1
6.	Discuss the significance of project management processes.	Understanding	Level 2	CO1
7.	State any four project selection methods.	Remembering	Level 1	CO1
8.	Compare qualitative and quantitative project selection methods.	Understanding	Level 2	CO1
9.	Name the stages in the project portfolio process.	Remembering	Level 1	CO1
10.	Cite the purpose of project portfolio management.	Understanding	Level 2	CO1
11.	Enumerate the steps involved in project formulation.	Remembering	Level 1	CO1
12.	Describe the role of project formulation in project success.	Understanding	Level 2	CO1
13.	Define a project manager.	Remembering	Level 1	CO1
14.	Indicate the role of a project manager in an organization.	Understanding	Level 2	CO1
15.	List any four responsibilities of a project manager.	Remembering	Level 1	CO1
16.	Discuss the importance of leadership skills for a project manager.	Understanding	Level 2	CO1
17.	Identify the criteria used for selecting a project manager.	Remembering	Level 1	CO1
18.	Differentiate between technical skills and managerial skills of a project manager.	Understanding	Level 2	CO1
19.	Name the different members of a project team.	Remembering	Level 1	CO1

20.	Describe the characteristics of an effective project team.	Understanding	Level 2	CO1
21.	Recall the objectives of project management.	Remembering	Level 1	CO1
22.	Illustrate the relationship between project goals and organizational goals.	Understanding	Level 2	CO1
23.	List the challenges faced by project teams.	Remembering	Level 1	CO1
24.	Summarize the responsibilities of project teams in project execution.	Understanding	Level 2	CO1

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Apply the project management lifecycle to a software development project and explain the activities performed in each phase.	Applying	Level 3	CO1
2.	Analyze the relationship between project goals, project processes, and project outcomes in achieving organizational success.	Analysing	Level 4	CO1
3.	Demonstrate how project selection methods can be applied to choose the most suitable project from multiple alternatives.	Applying	Level 3	CO1
4.	Analyze the advantages and limitations of different project selection methods used by organizations.	Analysing	Level 4	CO1
5.	Apply the project portfolio process to prioritize projects in an organization with limited resources.	Applying	Level 3	CO1
6.	Analyze the stages of the project portfolio process and examine their impact on strategic decision-making.	Analysing	Level 4	CO1
7.	Illustrate the process of project formulation for a new business venture with suitable examples.	Applying	Level 3	CO1
8.	Analyze the key factors that influence successful project formulation and project approval.	Analysing	Level 4	CO1
9.	Apply the principles of project management to manage a large-scale infrastructure project effectively.	Applying	Level 3	CO1
10.	Analyze the role of project management processes in controlling project scope, cost, and schedule.	Analysing	Level 4	CO1

11.	Demonstrate how a project manager can coordinate project activities to achieve project objectives within constraints.	Applying	Level 3	CO1
12.	Analyze the roles and responsibilities of a project manager in handling project complexities and stakeholder expectations.	Analysing	Level 4	CO1
13.	Apply suitable criteria for selecting a project manager for an IT implementation project.	Applying	Level 3	CO1
14.	Analyze the competencies required for selecting an effective project manager in contemporary organizations.	Analysing	Level 4	CO1
15.	Illustrate how project teams can be structured and managed to improve project performance.	Applying	Level 3	CO1
16.	Analyze the factors affecting project team effectiveness and their influence on project success.	Analysing	Level 4	CO1
17.	Apply team-building techniques to enhance collaboration and productivity in project teams.	Applying	Level 3	CO1
18.	Analyze the challenges encountered by project teams during project execution and propose suitable solutions.	Analysing	Level 4	CO1

UNIT – II – PLANNING AND BUDGETING

SYLLABUS: Planning Process – Work Break Down Structure – Role of Multidisciplinary Teams – Feasibility Studies, Project Break-Even Point – Budget the Project – Methods – Cost Estimating and Improvement – Budget Uncertainty and Risk Management..

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define project planning.	Remembering	Level 1	CO2
2.	Explain the importance of planning in project management.	Understanding	Level 2	CO2
3.	List the major steps involved in the planning process.	Remembering	Level 1	CO2
4.	Describe the planning process used in project management.	Understanding	Level 2	CO2
5.	Define Work Breakdown Structure (WBS).	Remembering	Level 1	CO2

6.	Explain the purpose of a Work Breakdown Structure in a project.	Understanding	Level 2	CO2
7.	Identify the components of a Work Breakdown Structure.	Remembering	Level 1	CO2
8.	Illustrate how a Work Breakdown Structure facilitates project planning.	Understanding	Level 2	CO2
9.	State the role of multidisciplinary teams in projects.	Remembering	Level 1	CO2
10.	Discuss the benefits of multidisciplinary teams in project execution.	Understanding	Level 2	CO2
11.	Define feasibility study.	Remembering	Level 1	CO2
12.	Explain the significance of feasibility studies before project initiation.	Understanding	Level 2	CO2
13.	List the different types of feasibility studies.	Remembering	Level 1	CO2
14.	Compare technical feasibility and financial feasibility.	Understanding	Level 2	CO2
15.	Define project break-even point.	Remembering	Level 1	CO2
16.	Explain the concept of project break-even analysis.	Understanding	Level 2	CO2
17.	Recall the objectives of project budgeting.	Remembering	Level 1	CO2
18.	Describe the importance of budgeting in project control.	Understanding	Level 2	CO2
19.	Enumerate the methods of project budgeting.	Remembering	Level 1	CO2
20.	Differentiate between top-down and bottom-up budgeting methods.	Understanding	Level 2	CO2
21.	List the methods used for project cost estimation.	Remembering	Level 1	CO2
22.	Explain the role of cost estimation in project success.	Understanding	Level 2	CO2
23.	Identify the sources of budget uncertainty in projects.	Remembering	Level 1	CO2
24.	Summarize the importance of risk management in project budgeting.	Understanding	Level 2	CO2

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Apply the planning process to develop a project plan for launching a new product in the market.	Applying	Level 3	CO2
2.	Analyze the significance of the planning process in ensuring successful project execution and control.	Analysing	Level 4	CO2

3.	Construct a Work Breakdown Structure (WBS) for an event management project and justify its hierarchy.	Applying	Level 3	CO2
4.	Analyze how a Work Breakdown Structure contributes to effective project planning and monitoring.	Analysing	Level 4	CO2
5.	Illustrate the role of multidisciplinary teams in planning and executing a complex engineering project.	Applying	Level 3	CO2
6.	Analyze the advantages and challenges of multidisciplinary teams in project environments.	Analysing	Level 4	CO2
7.	Apply feasibility study techniques to assess the viability of a proposed manufacturing project.	Applying	Level 3	CO2
8.	Analyze the different dimensions of feasibility studies and their impact on project decisions.	Analysing	Level 4	CO2
9.	Demonstrate the application of technical, financial, and operational feasibility analysis for a new project proposal.	Applying	Level 3	CO2
10.	Analyze the role of feasibility studies in minimizing project risks and uncertainties.	Analysing	Level 4	CO2
11.	Apply break-even analysis to determine the feasibility of a project investment using suitable assumptions.	Applying	Level 3	CO2
12.	Analyze the importance of the project break-even point in financial decision-making.	Analysing	Level 4	CO2
13.	Prepare a project budget for a medium-sized project using appropriate budgeting methods.	Applying	Level 3	CO2
14.	Analyze the strengths and limitations of various project budgeting methods.	Analysing	Level 4	CO2
15.	Apply cost estimation techniques to forecast project costs and resource requirements.	Applying	Level 3	CO2
16.	Analyze the factors affecting the accuracy of project cost estimates and their implications.	Analysing	Level 4	CO2
17.	Develop a risk management approach to address budget uncertainty in a project.	Applying	Level 3	CO2
18.	Analyze the relationship between budget uncertainty, risk management, and project performance.	Analysing	Level 4	CO2

UNIT – III – SCHEDULING AND RESOURCE ALLOCATION

SYLLABUS: PERT & CPM Networks – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a Project, Resource Loading and Leveling. Goldratt's Critical Chain - Project Management Information System (PMIS).

	PART- A			
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define PERT.	Remembering	Level 1	CO3
2.	Explain the purpose of PERT in project scheduling.	Understanding	Level 2	CO3
3.	Define CPM.	Remembering	Level 1	CO3
4.	Describe the significance of CPM in project management.	Understanding	Level 2	CO3
5.	List the components of a project network.	Remembering	Level 1	CO3
6.	Illustrate the structure of a PERT/CPM network.	Understanding	Level 2	CO3
7.	Identify the factors contributing to project uncertainty.	Remembering	Level 1	CO3
8.	Explain how uncertainty affects project schedules.	Understanding	Level 2	CO3
9.	State the objectives of project risk management.	Remembering	Level 1	CO3
10.	Discuss the importance of risk management in project scheduling.	Understanding	Level 2	CO3
11.	Define simulation in project management.	Remembering	Level 1	CO3
12.	Explain the role of simulation in handling project risks.	Understanding	Level 2	CO3
13.	Define a Gantt chart.	Remembering	Level 1	CO3
14.	Describe the uses of a Gantt chart in project planning and control.	Understanding	Level 2	CO3
15.	List the steps involved in expediting a project.	Remembering	Level 1	CO3
16.	Explain the need for expediting a project.	Understanding	Level 2	CO3
17.	Define resource loading.	Remembering	Level 1	CO3
18.	Differentiate between resource loading and resource leveling.	Understanding	Level 2	CO3
19.	Identify the objectives of resource leveling.	Remembering	Level 1	CO3
20.	Explain the benefits of resource leveling in project management.	Understanding	Level 2	CO3
21.	Define Goldratt's Critical Chain.	Remembering	Level 1	CO3
22.	Explain the concept of Critical Chain Project Management.	Understanding	Level 2	CO3

23.	List the functions of a Project Management Information System (PMIS).	Remembering	Level 1	CO3
24.	Summarize the role of PMIS in project scheduling and resource allocation.	Understanding	Level 2	CO3

	PART- B															
S.NO	QUESTIONS												COMPETENCE	BT LEVEL	CO Level	
1.	Apply the concept of a PERT network for a project using the given activities and estimate the expected project completion time. a) Compute the network (5) b) Compute EST and LFT for each event (5) c) Find the critical path (5)												Applying	Level 3	CO3	
	Activity:	1-2	1-3	2-4	3-4	3-5	4-9	5-6	5-7	6-8	7-8	8-10				9-10
	Duration:	4	1	1	1	6	5	4	8	1	2	5				7
2.	Analyze the advantages and limitations of PERT and CPM techniques in project scheduling.												Analysing	Level 4	CO3	
3.	Apply CPM methodology to determine the critical path and project duration for a construction project.												Applying	Level 3	CO3	
4.	Analyze the impact of critical activities on overall project performance and completion time.												Analysing	Level 4	CO3	
5.	Develop a project schedule using PERT/CPM network techniques for a product development project.												Applying	Level 3	CO3	
6.	Analyze how project uncertainty influences scheduling decisions and project outcomes.												Analysing	Level 4	CO3	
7.	Apply risk management techniques to address uncertainties in project scheduling.												Applying	Level 3	CO3	
8.	Analyze the effectiveness of risk management strategies in reducing schedule-related risks.												Analysing	Level 4	CO3	
9.	Illustrate the use of simulation techniques in evaluating project completion probabilities.												Applying	Level 3	CO3	
10.	Analyze the role of simulation in improving project planning and decision-making under uncertainty.												Analysing	Level 4	CO3	
11.	The following details are available for a project.												Applying	Level 3	CO3	
	Activity	Predecessor		Duration (Weeks)	Activity	Predecessor		Duration (Weeks)								
	A	-		5	H	B		9								

	<table><tr><td>B</td><td>A</td><td>2</td></tr><tr><td>C</td><td>A</td><td>6</td></tr><tr><td>D</td><td>B</td><td>12</td></tr><tr><td>E</td><td>D</td><td>10</td></tr><tr><td>F</td><td>D</td><td>9</td></tr><tr><td>G</td><td>D</td><td>5</td></tr></table>	B	A	2	C	A	6	D	B	12	E	D	10	F	D	9	G	D	5	<table><tr><td>I</td><td>C, E</td><td>1</td></tr><tr><td>J</td><td>G</td><td>2</td></tr><tr><td>K</td><td>F, I, J</td><td>3</td></tr><tr><td>L</td><td>K</td><td>9</td></tr><tr><td>M</td><td>H, G</td><td>7</td></tr><tr><td>N</td><td>M</td><td>8</td></tr></table>	I	C, E	1	J	G	2	K	F, I, J	3	L	K	9	M	H, G	7	N	M	8			
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N	M	8																																							
	a) Draw a network diagram. Identify the critical path and the project completion time.(5) b) Prepare an activity schedule showing the ES, EF, LS and LF for each activity. (5) c) Will the critical path change if activity G takes 10 weeks instead pf 5 weeks? If so what will be the new critical path? (5)																																								
12.	Analyze the strengths and limitations of Gantt charts in project scheduling and control.	Analysing	Level 4	CO3																																					
13.	Apply project expediting techniques to reduce project completion time while maintaining quality standards.	Applying	Level 3	CO3																																					
14.	Analyze the trade-offs involved in expediting a project with respect to cost, time, and resources.	Analysing	Level 4	CO3																																					
15.	Demonstrate resource loading and resource leveling techniques for optimizing project resources.	Applying	Level 3	CO3																																					
16.	Analyze the effects of resource constraints on project schedules and resource allocation decisions.	Analysing	Level 4	CO3																																					
17.	Apply Critical Chain Project Management and PMIS tools to improve project execution and monitoring.	Applying	Level 3	CO3																																					
18.	Analyze the contribution of Critical Chain Project Management and PMIS in enhancing project efficiency and control.	Analysing	Level 4	CO3																																					

UNIT – IV – CONTROL AND COMPLETION

SYLLABUS: Plan-Monitor-Control Cycle – Data Collecting and Reporting – Project Control – Designing The Control System – Project Evaluation, Auditing and Termination- Project Follow-Up.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	List the three main phases of the Plan-Monitor-Control cycle.	Remembering	Level 1	CO4
2.	Differentiate between "Plan" phase and "Control" phase in the cycle.	Understanding	Level 2	CO4
3.	State any two key outputs of the "Monitor" phase.	Remembering	Level 1	CO4

4.	Give the main idea of the feedback loop between "Monitor" and "Control" phases.	Understanding	Level 2	CO4
5.	Name any two methods of collecting project data.	Remembering	Level 1	CO4
6.	Differentiate between primary and secondary data in project reporting.	Understanding	Level 2	CO4
7.	List three essential elements of a project progress report.	Remembering	Level 1	CO4
8.	How does data accuracy affect project reporting?	Understanding	Level 2	CO4
9.	Define "project control" in the context of project management.	Remembering	Level 1	CO4
10.	How does project control help in managing scope creep?	Understanding	Level 2	CO4
11.	Name any three types of project control (e.g., cost control, schedule control).	Remembering	Level 1	CO4
12.	Interpret the relationship between variance analysis and project control.	Understanding	Level 2	CO4
13.	List two key components of a project control system.	Remembering	Level 1	CO4
14.	Why is it important to set control limits while designing a control system?	Remembering	Level 1	CO4
15.	State the purpose of a "baseline" in a project control system.	Remembering	Level 1	CO4
16.	How does a well-designed control system support decision-making?	Understanding	Level 2	CO4
17.	Define "project audit."	Remembering	Level 1	CO4
18.	Differentiate between project evaluation and project auditing.	Understanding	Level 2	CO4
19.	List two reasons for early project termination.	Remembering	Level 1	CO4
20.	Why is a post-audit important before project termination?	Remembering	Level 1	CO4
21.	State the meaning of "project follow-up."	Remembering	Level 1	CO4
22.	Differentiate between project follow-up and project monitoring.	Understanding	Level 2	CO4
23.	List two tools or documents used during project follow-up.	Remembering	Level 1	CO4

24.	How does project follow-up contribute to organizational learning?	Understanding	Level 2	CO4
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PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Give an example of a real-world project where the Plan-Monitor-Control cycle was applied. Illustrate each phase briefly.	Applying	Level 3	CO4
2.	Analyze a situation where the Monitor phase detected a schedule delay. Determine how the Control phase should respond, and distinguish between corrective and preventive actions.	Analyzing	Level 4	CO4
3.	Prepare a simple data collection plan for a 3-month construction project. Make use of at least two different data collection methods.	Applying	Level 3	CO4
4.	Compare primary and secondary data sources for a software development project. Appraise which would be more reliable for tracking daily progress and why.	Analyzing	Level 4	CO4
5.	Apply the concept of cost control to a project with a budget of ₹10 lakhs. Solve for the cost variance if actual cost is ₹12 lakhs and earned value is ₹9 lakhs.	Applying	Level 3	CO4
6.	Examine a project experiencing scope creep. Analyze how project control mechanisms (schedule, cost, quality) can be used to bring the project back on track. Distinguish between reactive and proactive control.	Analyzing	Level 4	CO4
7.	Illustrate with a block diagram how you would design a control system for a 6-month event management project. Label the control limits, baseline, and feedback loop.	Applying	Level 3	CO4
8.	Compare a well-designed control system with a poorly designed one for a software project. Appraise the impact of missing control limits on project outcomes.	Analyzing	Level 4	CO4
9.	Prepare a 5-point checklist for conducting a project audit for a completed marketing campaign. Make use of standard audit criteria.	Applying	Level 3	CO4

10.	Analyze the differences between project evaluation and project auditing. Determine in which situations early termination is preferable to completing a failing project.	Analyzing	Level 4	CO4
11.	Give an example of how you would conduct project follow-up for an infrastructure project after handover. Illustrate two tools you would use.	Applying	Level 3	CO4
12.	Compare project follow-up with project monitoring. Distinguish their objectives, timing, and outputs. Discuss why follow-up is often neglected.	Analyzing	Level 4	CO4
13.	Examine a project where actual progress is 40% against a planned 60% at the halfway mark. Analyze the variance and determine three control actions. Classify them as schedule, cost, or resource controls.	Analyzing	Level 4	CO4
14.	Prepare a weekly progress report template for a research project. Make use of sections for actual vs planned, issues, and next steps.	Applying	Level 3	CO4
15.	Analyze how the Plan-Monitor-Control cycle integrates with project follow-up. Discuss whether follow-up should be part of the same cycle or a separate process.	Analyzing	Level 4	CO4
16.	Solve this scenario: A project is 80% complete, over budget by 50%, and the original need no longer exists. Apply termination logic – should you terminate or complete? Justify.	Applying	Level 3	CO4
17.	Compare the role of a control system during project execution vs a project audit after termination. Appraise which provides more long-term learning for an organization.	Analyzing	Level 4	CO4
18.	Analyze a failed project you know of (real or hypothetical) using all six syllabus topics: Plan-Monitor-Control, Data, Control System, Evaluation, Auditing, Follow-Up. Outline where the failure occurred in each.	Analyzing	Level 4	CO4

UNIT – V – ORGANISATION STRUCTURE AND CONFLICT MANAGEMENT

SYLLABUS: Formal Organisation Structure – Organisation Design – Types of Project Organizations - Conflict – Origin & Consequences – Managing Conflict – Team Methods for Resolving Conflict – Project

Outsourcing – International Projects & Oversight – Agile Project Management – SCRUM Methodology – Challenges in Project Management Implementation.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define "formal organisation structure."	Remembering	Level 1	CO5
2.	How does a formal organisation structure differ from an informal one?	Understanding	Level 2	CO5
3.	List any two principles of organisation design.	Remembering	Level 1	CO5
4.	Give the main idea of organisation design in project management.	Understanding	Level 2	CO5
5.	Name the three main types of project organizational structures.	Remembering	Level 1	CO5
6.	Differentiate between functional and matrix project organizations.	Understanding	Level 2	CO5
7.	State any two origins of conflict in a project team.	Remembering	Level 1	CO5
8.	Interpret the consequences of unresolved conflict in a project.	Understanding	Level 2	CO5
9.	List any two conflict management styles.	Remembering	Level 1	CO5
10.	How does early identification of conflict help in managing it?	Understanding	Level 2	CO5
11.	Name any two team methods used for resolving conflict.	Remembering	Level 1	CO5
12.	Compare mediation and negotiation as conflict resolution methods.	Understanding	Level 2	CO5
13.	Define "project outsourcing."	Remembering	Level 1	CO5
14.	How does outsourcing affect project control?	Understanding	Level 2	CO5
15.	List two challenges specific to international projects.	Remembering	Level 1	CO5
16.	How does project oversight differ in international vs domestic projects?	Understanding	Level 2	CO5

17.	Define "Agile project management."	Remembering	Level 1	CO5
18.	How does Agile differ from traditional waterfall project management?	Understanding	Level 2	CO5
19.	Name the three key roles in the SCRUM methodology.	Remembering	Level 1	CO5
20.	Interpret the purpose of a "Sprint" in SCRUM.	Understanding	Level 2	CO5
21.	List any two challenges faced during project management implementation.	Remembering	Level 1	CO5
22.	How does resistance to change affect project management implementation?	Understanding	Level 2	CO5
23.	State any two factors that influence the choice of project organization type.	Remembering	Level 1	CO5
24.	Differentiate between Agile and SCRUM methodologies.	Understanding	Level 2	CO5

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Give an example of a formal organisation structure from a real or hypothetical project. Illustrate its key components with a diagram.	Applying	Level 3	CO5
2.	Compare functional, matrix, and project-based organisation designs. Distinguish which design is most suitable for a software development project and why.	Analyzing	Level 4	CO5
3.	Prepare a comparison table showing the advantages and disadvantages of functional, matrix, and pure project organizations. Make use of at least three criteria.	Applying	Level 3	CO5
4.	Examine a scenario where a weak matrix organization is failing due to resource conflicts. Analyze the root causes and determine whether to switch to a strong matrix or a pure project structure.	Analyzing	Level 4	CO5
5.	Identify four common origins of conflict in a construction project team. Illustrate each with a real-world or hypothetical example.	Applying	Level 3	CO5

6.	Analyze the positive and negative consequences of conflict in a project. Appraise whether all conflict is harmful. Discuss with examples.	Analyzing	Level 4	CO5
7.	Apply the five conflict management styles (avoiding, accommodating, competing, compromising, collaborating) to a situation where two team members disagree on technical approach. Solve the conflict using the most appropriate style.	Applying	Level 3	CO5
8.	Examine a project where a conflict between the project manager and a functional manager has delayed deliverables. Analyze the underlying causes and determine a step-by-step conflict resolution strategy.	Analyzing	Level 4	CO5
9.	Make use of mediation as a team method to resolve a conflict between the design team and the testing team. Write a brief mediation script showing the steps involved.	Applying	Level 3	CO5
10.	Compare mediation, negotiation, and arbitration as team conflict resolution methods. Distinguish which method is most effective for a high-stakes international project and why.	Analyzing	Level 4	CO5
11.	Prepare a simple decision matrix to determine whether to outsource the quality testing activity of a mobile app project. Make use of criteria such as cost, expertise, and timeline.	Applying	Level 3	CO5
12.	Analyze the risks and benefits of outsourcing a critical project module to an offshore vendor. Outline a risk mitigation plan with at least three strategies.	Analyzing	Level 4	CO5
13.	Give an example of a challenge in an international project due to cultural differences. Illustrate how a project manager can overcome this challenge using effective oversight.	Applying	Level 3	CO5
14.	Examine the additional layers of oversight required for an international project compared to a domestic project. Determine three key oversight mechanisms that must be strengthened.	Analyzing	Level 4	CO5
15.	Identify a traditional waterfall project that failed due to changing requirements. Apply Agile principles to	Applying	Level 3	CO5

	redesign how the project would be executed differently.			
16.	Compare Agile project management with the SCRUM methodology. Distinguish the unique roles, artifacts, and events in SCRUM that are not part of generic Agile.	Analyzing	Level 4	CO5
17.	Prepare a one-Sprint plan for developing a login feature in a web application. Make use of SCRUM roles (Product Owner, Scrum Master, Development Team) and artifacts (Product Backlog, Sprint Backlog).	Applying	Level 3	CO5
18.	Analyze the top five challenges in implementing project management practices in a small organization with limited resources. Discuss how each challenge can be overcome.	Analyzing	Level 4	CO5