

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

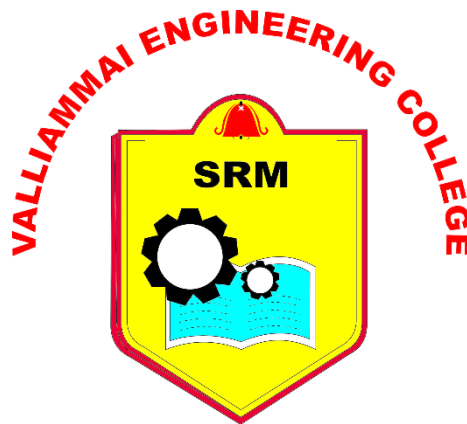
QUESTION BANK

III SEMESTER

1915331 – PROJECT MANAGEMENT

Regulation – 2019

Academic Year 2022 - 2023



Prepared by

Mr. K. Suresh, Assistant Professor

Course Coordinator : Mr. K. Suresh

UNIT – I – INTRODUCTION TO PROJECT MANAGEMENT

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	BT LEVEL	COMPETENCE
1.	What is meant by Project Management?	Level 1	Remembering
2.	State the various phases in Project Management.	Level 2	Understanding
3.	Identify the Project Management constraints.	Level 3	Applying
4.	What are the goals of Project Management?	Level 1	Remembering
5.	Outline the challenges in Project Management.	Level 2	Understanding
6.	Point out the roles of a Project Manager.	Level 3	Applying
7.	What is a Project Life Cycle?	Level 1	Remembering
8.	Explain Project Formulation.	Level 2	Understanding
9.	Give an outline on the steps in Project Implementation.	Level 3	Applying
10.	State few methods in Project Selection.	Level 1	Remembering
11.	Discuss the objectives of Project Planning and Design.	Level 2	Understanding
12.	Outline the responsibilities of Project Teams.	Level 3	Applying
13.	What are the advantages of Project Portfolio?	Level 1	Remembering
14.	Explain Project Monitoring and Control.	Level 2	Understanding
15.	State the need for Project Control.	Level 3	Applying
16.	Write a note on Sensitivity Analysis.	Level 1	Remembering
17.	Differentiate Project and Operations Management.	Level 2	Understanding
18.	Compare Projects and Programs.	Level 3	Applying
19.	What are the foundational elements of Project Management?	Level 1	Remembering
20.	What are the secrets for successful projects?	Level 2	Understanding
21.	Identify the importance of building a Project Portfolio.	Level 3	Applying
22.	What is meant by a Project Management Triad?	Level 1	Remembering
23.	Outline the unique characteristics of a project.	Level 2	Understanding
24.	State the steps in project formulation.	Level 3	Applying

PART- B					
S.NO	QUESTIONS		BT LEVEL	COMPETENCE	
1.	What is meant by a Project? Discuss its characteristics.		(13)	Level 1	Remembering
2.	Discuss in detail the factors affecting Project Success.		(13)	Level 2	Understanding
3.	Explain project life cycle with a neat diagram.		(13)	Level 3	Applying
4.	Elaborate the objectives of Project Management.		(13)	Level 1	Remembering
5.	Discuss the various tools and techniques used in Project Management.		(13)	Level 2	Understanding
6.	(i)	Discuss the various tools and techniques used in Project Management.	(5)	Level 3	Applying
	(ii)	Write down the importance of Project Management.	(8)	Level 3	Applying
7.	Explain the various methods in identifying profitable projects.		(13)	Level 1	Remembering
8.	Discuss the roles and responsibilities of a Project Manager.		(13)	Level 2	Understanding
9.	Write a detailed note on Project Management Process.		(13)	Level 3	Applying
10.	Elucidate the objectives of Project Portfolio Process.		(13)	Level 1	Remembering
11.	Elaborate the various methods in Project Appraisal.		(13)	Level 2	Understanding
12.	Write a detailed note on various steps involved in Project Formulation.		(13)	Level 3	Applying
13.	'The role of project management has increased in stature' – Discuss.		(13)	Level 1	Remembering
14.	How would you show your understanding on the phases in Project Management?		(13)	Level 2	Understanding
15.	Develop a criterion for project selection and screening.		(13)	Level 3	Applying
16.	What are the common issues in project screening and selection? Explain in detail.		(13)	Level 1	Remembering
17.	Explain the various methods in screening project ideas.		(13)	Level 2	Understanding

PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Based on your understanding suggest the preliminary considerations to be used in the initial screening of projects.	(15)	Level 4	Analysing
2.	DOMS Consulting is an established marketing research firm primarily focused on automobile industry. In a recent convention, the CEO Mr. Pramod has won a proposal from a Swedish Automobile manufacturer to do a preliminary study on entering Indian market for their consumer car segment. The CEO is setting up a new team to handle this project. List down and explain the suggestions you would like to share with Mr. Pramod in selecting a project team and a project manager for this new project.	(15)	Level 4	Analysing
3.	Critically analyze the points to be considered for good project design management?	(15)	Level 4	Analysing
4.	Examine the various avenues for pursuing new project ideas.	(15)	Level 4	Analysing
5.	Evaluate and explain the Portfolio Selection Process with a neat diagram.	(15)	Level 5	Evaluating

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		BT LEVEL	COMPETENCE
1.	What is meant by Project Planning?		Level 1	Remembering
2.	Identify the steps in Project Planning.		Level 2	Understanding
3.	List the factors that could affect project plans.		Level 3	Applying
4.	What is meant by Work Breakdown Structure?		Level 1	Remembering
5.	Explain the concept of Multidisciplinary Teams.		Level 2	Understanding
6.	State the role of Multidisciplinary Teams.		Level 3	Applying
7.	What are the stages in Planning process?		Level 1	Remembering
8.	List out the sources of Project Ideas.		Level 2	Understanding

9.	Explain Conceptual Plan.	Level 3	Applying
10.	State the purpose of a Plan Document.	Level 1	Remembering
11.	Outline the methods of estimating project budget.	Level 2	Understanding
12.	Identify the purpose of conducting 'Project Kick Off'	Level 3	Applying
13.	What is meant by Budget Uncertainty?	Level 1	Remembering
14.	Outline the concept of Sensitivity Analysis.	Level 2	Understanding
15.	Identify the methods of managing risk in projects.	Level 3	Applying
16.	What are the various types of risks?	Level 1	Remembering
17.	Explain Feasibility Analysis	Level 2	Understanding
18.	Identify the risks associated with Project Planning.	Level 3	Applying
19.	What is meant by Project Break Even Point?	Level 1	Remembering
20.	Outline the importance of managing project risk.	Level 2	Understanding
21.	Identify the needs for a feasibility analysis.	Level 3	Applying
22.	What is meant by Project Charter?	Level 1	Remembering
23.	Discuss the concept of risk management.	Level 2	Understanding
24.	State the purpose of conducting kick off meetings.	Level 3	Applying

PART- B					
S.NO	QUESTIONS		BT LEVEL	COMPETENCE	
1.	Explain the project planning process.		(13)	Level 1	Remembering
2.	With a neat diagram explain the Work Breakdown Structure for a construction project.		(13)	Level 2	Understanding
3.	Elaborate the concept of Work Breakdown Structure and explain the process.		(13)	Level 3	Applying
4.	(i)	What is meant by a Multi-Disciplinary Team?	(5)	Level 1	Remembering
	(ii)	Narrate the role of a multi-disciplinary team in project planning process.	(8)	Level 1	Remembering
5.	Elaborate the golden rules in Project Risk Management.		(13)	Level 2	Understanding
6.	How would you do a Project Feasibility Study – Explain		(13)	Level 3	Applying
7.	Define a Project Budgeting Framework and how does it help in managing budget over run?		(13)	Level 1	Remembering

8.	Discuss the various methods in Project Budgeting.	(13)	Level 2	Understanding
9.	(i) Explain the concept of risk in project management.	(5)	Level 3	Applying
	(ii) Discuss the various strategies for managing risk in projects.	(8)	Level 3	Applying
10.	Explain the steps involved in creating a project budget. What are the uncertainties associated with budget?	(13)	Level 1	Remembering
11.	What are the Tools and Techniques used in managing the projects? Explain in detail.	(13)	Level 2	Understanding
12.	Compile the objectives of Cost Estimation and Improvement.	(13)	Level 3	Applying
13.	Explain the concept of Budget Uncertainty and the various measures in managing Uncertainty in Projects	(13)	Level 1	Remembering
14.	Explain a Work Breakdown Structure for an Aircraft Systems Project.	(13)	Level 2	Understanding
15.	Elaborate in detail the project risk management methodology.	(13)	Level 3	Applying
16.	What are the problems in Cost Estimation of a Project? Explain in detail.	(13)	Level 1	Remembering
17.	Recall and explain the approaches in preparing project budgets.	(13)	Level 2	Understanding

PART - C

S.NO	QUESTIONS	BT LEVEL	COMPETENCE	
1.	You have been asked to launch a relief operation for earthquake victims. Outline the steps you will take to execute the work. Give the work breakdown structure , the kind of team you will assemble, the uncertainty and risks you are likely to face, how will you control the project and how you will manage the conflict during the efforts?	(15)	Level 4	Analysing
2.	Draft a Work Break Down Structure with a detailed explanation of project milestones for a Construction Project	(15)	Level 6	Creating
3.	You have been asked to launch a clean the city campaign under swatch Bharat initiative. Outline the steps you will take to execute the work. Give the work breakdown structure ,the kind of team you will assemble, the uncertainty and risks you are likely to face, how you will	(15)	Level 5	Evaluating

	control the project and how you will manage the conflict during the efforts.			
4.	Examine the significance of risk analysis in drafting a Project Plan.	(15)	Level 4	Analysing
5.	Build a project selection and screening model for a software company.	(15)	Level 6	Creating

UNIT – III – SCHEDULING & 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	BT LEVEL	COMPETENCE
1.	What is meant by PERT?	Level 1	Remembering
2.	Explain the concept of CPM.	Level 2	Understanding
3.	Discuss Project Uncertainty.	Level 3	Applying
4.	How do you manage Project Risk?	Level 1	Remembering
5.	Compare Project Risk and Business Risk.	Level 2	Understanding
6.	Write short note on Simulation in Project Management.	Level 3	Applying
7.	What is meant by Gantt Chart?	Level 1	Remembering
8.	How does expediting help in Project Completion?	Level 2	Understanding
9.	State the challenges in Resource loading and leveling?	Level 3	Applying
10.	Define Crashing.	Level 1	Remembering
11.	How does resources leveling affect the critical path?	Level 2	Understanding
12.	State the objectives of Goldratt’s Critical Chain.	Level 3	Applying
13.	What is a Project Management Information System?	Level 1	Remembering
14.	Differentiate between Resource Loading and Resource leveling	Level 2	Understanding
15.	Identify the need for Scheduling.	Level 3	Applying
16.	List few applications of PERT.	Level 1	Remembering
17.	Distinguish between PERT and CPM.	Level 2	Understanding
18.	How would you mitigate project risk?	Level 3	Applying
19.	What are the limitations of PERT?	Level 1	Remembering

20.	State the advantages of Critical Path Method.	Level 2	Understanding
21.	How can we deal with project uncertainty?	Level 3	Applying
22.	What is the need for PMIS?	Level 1	Remembering
23.	Explain the concept of Contingency Reserve.	Level 2	Understanding
24.	Identify the risk mitigation strategies.	Level 3	Applying

PART- B					
S.NO	QUESTIONS			BT LEVEL	COMPETENCE
1.	(i)	What is the PERT?	(5)	Level 1	Remembering
	(ii)	Explain the steps in framing a PERT Network?	(8)		
2.	(i)	How would you compute a Critical Path?	(5)	Level 2	Understanding
	(ii)	Discuss with suitable example, how would CPM help in project completion?	(8)		
3.		Explain the concept of Project Uncertainty with a detailed note.	(13)	Level 3	Applying
4.		Elucidate the benefits and objectives of Project Simulation.	(13)	Level 1	Remembering
5.		Give a detailed analysis on Project Expediting and its implications	(13)	Level 2	Understanding
6.		Enumerate the steps involved in allocation of Scarce Resources.	(13)	Level 3	Applying
7.		How would you handle Resource Loading and Resource Leveling? Explain the steps of resource leveling algorithm.	(13)	Level 1	Remembering
8.		Explain the different methods used in Project Scheduling. Elaborate any one method in detail.	(13)	Level 2	Understanding
9.	(i)	Discuss the concept of Goldratt's Critical Chain	(5)	Level 3	Applying
	(ii)	Discuss Goldratt's Critical Chain in allotment of resources in a project.	(8)		
10.	(i)	What is the use of crashing in project management?	(7)	Level 1	Remembering
	(ii)	What are the implications of project crashing?	(6)		
11.		Explain the principles of Goldratt's Critical Chain Project Management and the three buffers suggested by him.	(13)	Level 2	Understanding
12.		Write a detailed note on the importance of Project Scheduling and Resource Allocation.	(13)	Level 3	Applying

13.	Discuss the procedure of CPM Analysis with the help of a simple example	(13)	Level 1	Remembering
14.	Explain the use of GANTT Chart in projects with an example. How does crashing help in project completion?	(13)	Level 2	Understanding
15.	Develop a risk management methodology for managing project risks.	(13)	Level 3	Applying
16.	What is the need and the importance of scope management in project success?	(13)	Level 1	Remembering
17.	Explain on how to apply resource-loading techniques to project schedules to identify potential resource overallocation situations?	(13)	Level 2	Understanding

PART - C

S.NO	QUESTIONS	BT LEVEL	COMPETENCE																											
1.	<p>A project schedule has the following characteristics:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Activity:</th> <th>Duration:</th> </tr> </thead> <tbody> <tr><td>1 - 2</td><td>4</td></tr> <tr><td>1 -3</td><td>1</td></tr> <tr><td>2 - 4</td><td>1</td></tr> <tr><td>3 - 4</td><td>1</td></tr> <tr><td>3 - 5</td><td>6</td></tr> <tr><td>4 - 9</td><td>5</td></tr> <tr><td>5 - 6</td><td>4</td></tr> <tr><td>5 - 7</td><td>8</td></tr> <tr><td>6 - 8</td><td>1</td></tr> <tr><td>7 - 8</td><td>2</td></tr> <tr><td>8 - 10</td><td>5</td></tr> <tr><td>9 - 10</td><td>7</td></tr> </tbody> </table> <p>I. Compute the network (5) II. Compute EST and LFT for each event (5) III. Find the critical path (5)</p>	Activity:	Duration:	1 - 2	4	1 -3	1	2 - 4	1	3 - 4	1	3 - 5	6	4 - 9	5	5 - 6	4	5 - 7	8	6 - 8	1	7 - 8	2	8 - 10	5	9 - 10	7	(15)	Level 4	Analyzing
Activity:	Duration:																													
1 - 2	4																													
1 -3	1																													
2 - 4	1																													
3 - 4	1																													
3 - 5	6																													
4 - 9	5																													
5 - 6	4																													
5 - 7	8																													
6 - 8	1																													
7 - 8	2																													
8 - 10	5																													
9 - 10	7																													
2.	The following time cost table applies to a project. Use it to arrive at the network associated with completing the project in minimum time at minimum cost.	(15)	Level 5	Evaluating																										

Activity	Normal		Crash	
	Time	Cost	Time	Cost
1-2	2	800	1	1400
1-3	5	1000	2	2000
1-4	5	1000	3	1800
2-4	1	500	1	500
2-5	5	1500	3	2100
3-4	4	2000	3	3000
3-5	6	1200	4	1600
4-5	3	900	2	1600

3.	The following details are available for a project.	(15)	Level 6	Creating
Activity	Predecessor	Duration (Weeks)		
A	-	5		
B	A	2		
C	A	6		
D	B	12		
E	D	10		
F	D	9		
G	D	5		
H	B	9		
I	C, E	1		
J	G	2		
K	F, I, J	3		
L	K	9		
M	H, G	7		
N	M	8		

	<p>a) Draw a network diagram. Identify the critical path and the project completion time.</p> <p>b) Prepare an activity schedule showing the ES, EF, LS and LF for each activity</p> <p>c) Will the critical path change if activity G takes 10 weeks instead of 5 weeks? If so what will be the new critical path?</p>																																				
4.	<p>For the given network relationship, find the critical path and duration of the project completion.</p> <table border="1" data-bbox="220 562 949 801"> <thead> <tr> <th>Activity</th> <th>Predecessor(s)</th> <th>Duration (Days)</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>–</td> <td>7</td> </tr> <tr> <td>B</td> <td>–</td> <td>13</td> </tr> <tr> <td>C</td> <td>A</td> <td>10</td> </tr> <tr> <td>D</td> <td>A</td> <td>17</td> </tr> <tr> <td>E</td> <td>B</td> <td>3</td> </tr> <tr> <td>F</td> <td>D, E</td> <td>26</td> </tr> <tr> <td>G</td> <td>E, C</td> <td>5</td> </tr> </tbody> </table>	Activity	Predecessor(s)	Duration (Days)	A	–	7	B	–	13	C	A	10	D	A	17	E	B	3	F	D, E	26	G	E, C	5	(15)	Level 4	Analyzing									
Activity	Predecessor(s)	Duration (Days)																																			
A	–	7																																			
B	–	13																																			
C	A	10																																			
D	A	17																																			
E	B	3																																			
F	D, E	26																																			
G	E, C	5																																			
5.	<p>Referring to the list of activities as given in Table where the activity time in days is mentioned, draw a network in arrow diagram (AOA) convention. Find out the total time for project completion, critical path and total floats available on non-critical activities.</p> <table border="1" data-bbox="220 1093 986 1187"> <thead> <tr> <th>Task</th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>F</th> <th>G</th> <th>H</th> <th>I</th> <th>J</th> </tr> </thead> <tbody> <tr> <td>Time</td> <td>3</td> <td>5</td> <td>7</td> <td>4</td> <td>6</td> <td>4</td> <td>5</td> <td>8</td> <td>2</td> <td>4</td> </tr> <tr> <td>Predecessor(s)</td> <td>—</td> <td>A</td> <td>A</td> <td>B</td> <td>C</td> <td>C</td> <td>D, E</td> <td>G, F</td> <td>G</td> <td>H, I</td> </tr> </tbody> </table>	Task	A	B	C	D	E	F	G	H	I	J	Time	3	5	7	4	6	4	5	8	2	4	Predecessor(s)	—	A	A	B	C	C	D, E	G, F	G	H, I	(15)	Level 5	Evaluating
Task	A	B	C	D	E	F	G	H	I	J																											
Time	3	5	7	4	6	4	5	8	2	4																											
Predecessor(s)	—	A	A	B	C	C	D, E	G, F	G	H, I																											

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	BT LEVEL	COMPETENCE
1.	What is the purpose of Project Control?	Level 1	Remembering
2.	State the objectives of PMC Cycle.	Level 2	Understanding
3.	Explain Project Evaluation.	Level 3	Applying
4.	Write the importance of Project Evaluation.	Level 1	Remembering
5.	Discuss the importance of Project Audit.	Level 2	Understanding
6.	Write short note on Project Termination.	Level 3	Applying
7.	What is meant by Control System?	Level 1	Remembering

8.	List down the advantages of Project Audit.	Level 2	Understanding
9.	Identify the need for Project Control System.	Level 3	Applying
10.	What are the advantages of Project Audit?	Level 1	Remembering
11.	Differentiate between Primary Data and Secondary Data.	Level 2	Understanding
12.	Evaluate the limitations of Project Control.	Level 3	Applying
13.	Why do organizations terminate a Project?	Level 1	Remembering
14.	Explain Net Present Value.	Level 2	Understanding
15.	Can you elaborate the various methods of Project Termination?	Level 3	Applying
16.	What are the critical factors for Project Success?	Level 1	Remembering
17.	Illustrate the importance of project evaluation.	Level 2	Understanding
18.	Specify two problems faced during audits of projects.	Level 3	Applying
19.	What could be the common reasons for Project Termination?	Level 1	Remembering
20.	Compare Project termination and Project Closure.	Level 2	Understanding
21.	Identify the importance of Project Audits.	Level 3	Applying
22.	What would happen if Project Evaluation failed?	Level 1	Remembering
23.	Illustrate the need for a project control system.	Level 2	Understanding
24.	Identify the criterion for project evaluation methodology.	Level 3	Applying

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Describe the plan monitor control cycle used in projects	(13)	Level 1	Remembering
2.	What are the costs associated with the projects? How are they controlled?	(13)	Level 2	Understanding
3.	Evaluate the various approaches to Data Collection and reporting process.	(13)	Level 3	Applying
4.	Evaluate the steps involved in Project Evaluation.	(13)	Level 1	Remembering
5.	Explain the various effective control system available for project control.	(13)	Level 2	Understanding
6.	Explain the Project Control Framework	(13)	Level 3	Applying
7.	State and explain the reasons for common project failures.	(13)	Level 1	Remembering

8.	Explain the tools and techniques available for Project Evaluation	(13)	Level 2	Understanding
9.	Explain the steps followed during audits of projects.	(13)	Level 3	Applying
10.	(i) What is the need for Project Control?	(5)	Level 1	Remembering
	(ii) Discuss the considerations in framing a control plan	(8)	Level 1	Remembering
11.	(i) Explain Project Auditing	(5)	Level 2	Understanding
	(ii) Discuss the process involved in Project Audits	(8)	Level 2	Understanding
12.	(i) How would you differentiate Project Audit and Project Termination?	(5)	Level 3	Applying
	(ii) Discuss the various methods of Project Termination.	(8)	Level 3	Applying
13.	(i) Explain the various methods of Project Auditing?	(5)	Level 1	Remembering
	(ii) Discuss the various types of Project Audit.	(8)	Level 1	Remembering
14.	(i) Discuss the difficulties involved in evaluating a project	(5)	Level 2	Understanding
	(ii) Explain the steps involved in project follow up	(8)	Level 2	Understanding
15.	Elaborate as to how does the Continuous Process Improvement (CPI) Methodology help in steady flow of improvement in a project.	(13)	Level 3	Applying
16.	What are the essentials in a PDCA Cycle? Explain the process in detail.	(13)	Level 1	Remembering
17.	Outline a project audit framework for a construction project.	(13)	Level 2	Understanding

PART - C				
S.NO	QUESTIONS	BT LEVEL	COMPETENCE	
1.	Doralie Products was undergoing favorable growing pains. Business was good. New product development was viewed as the driving force for the company's future growth. The company was now spending significantly more money for new product development, yet the number of new products reaching the marketplace was significantly less than in prior years. Also, some of the products reaching the marketplace were taking longer than expected to recover their R&D costs, while others	(15)	Level 4	Analysing

became obsolete too quickly. Management recognized that some sort of structured decision-making process had to be put in place whereby management could either cancel a project early before massive resources were committed or redirect efforts to different objectives. David Mathews was assigned as the project manager in charge of developing a new product development (project management) methodology for Doralie Products. David understood the benefits of a project management methodology, especially as a structured decision-making process. It would serve as a template or a repetitive process such that project success could be incurred over and over again. The methodology would contain sections for project scope definition, planning, scheduling, and monitoring and control. There would also be a section on the role of the project manager, line managers, and executive sponsors. To make the project management methodology easy to use and adaptable to all projects, the methodology would be constructed using forms, guidelines, templates, and checklists rather than the more rigid policies and procedures. This would certainly lower the cost of using the methodology and make it easier to adapt to a multitude of projects. The project managers could then decide whether to implement the methodology on an informal basis or on a more formal basis. The first draft of the new methodology was completed and ready for review by the vice president (VP) of operations who had been assigned as the project sponsor. After a review of the methodology, a meeting was held between the sponsor and the project manager (PM). VP: "I have read over the methodology. Is it your expectation that the methodology should be used on every project?" PM: "We could probably justify using the methodology on every project. This would give us a really good, structured decision-making process." VP: "Using the methodology is costly and perhaps not all projects should require the use of the methodology. I can rationalize the use of the

	<p>methodology on a Rs. 5,00,00,000 project. But what if the project is only Rs. 25,00,000 or Rs. 50,00,000? What if the project is 30 days in length rather than our usual 6- to 12- month effort?" PM: "I guess we need to define the threshold limits on when project management Should be used." VP: "I have a concern that we should define not only when to use project management but also what a project is. If an activity remains entirely in one functional area, is it still a project according to your definition? Should we also define a threshold limit on how many functional departments must be involved before we define an activity as a project?" PM: "I'll go back to the drawing board and get back to you in a week or so."</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Is every activity a project or should there be a minimum number of functional boundaries that need to be crossed? If so, how many boundaries? (5) 2. How do we determine when project management should be used and when an activity can be handled effectively by one functional group without the use of project management? (5) 3. Since the use of a formal project management methodology requires time and money, what is the "reasonable" threshold limits for its use? (5) 			
2.	Bring out a critical evaluation on the various project evaluation techniques.	(15)	Level 5	Evaluating
3.	Apply the concept of Project Management and create a project plan for a marketing research program.	(15)	Level 6	Creating
4.	Prepare a project audit document for a recruitment firm.	(15)	Level 5	Evaluating
5.	Discuss the need and importance of project data collection and reporting.	(15)	Level 4	Analyzing

UNIT – V – PROJECT ORGANISATION & 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	BT LEVEL	COMPETENCE
1.	Why is organization structure important to projects?	Level 1	Remembering
2.	Classify the various types of Organization Structure.	Level 2	Understanding
3.	List the objectives of Organization Design	Level 3	Applying
4.	Name any two conflicts that can arise in projects.	Level 1	Remembering
5.	State the causes of conflict in Project Management.	Level 2	Understanding
6.	Compare formal and Informal Organization Structure	Level 3	Applying
7.	List out the drawbacks of matrix organization.	Level 1	Remembering
8.	Explain the term "Departmentalization"	Level 2	Understanding
9.	Outline the process of Organization Design	Level 3	Applying
10.	Compare Organization Design and Organization Structure.	Level 1	Remembering
11.	Outline the Characteristics of a Matrix Organization.	Level 2	Understanding
12.	How do you define a Hierarchical System?	Level 3	Applying
13.	What is called as a Project Organization?	Level 1	Remembering
14.	List the various type of Organization Structure.	Level 2	Understanding
15.	Examine the ways of resolving conflicts.	Level 3	Applying
16.	What is meant by Conflict?	Level 1	Remembering
17.	Explain divisional organisation structure.	Level 2	Understanding
18.	Can you explain the Organization Design Process?	Level 3	Applying
19.	What is meant by Chain of Command?	Level 1	Remembering
20.	Explain Project Organization Structure.	Level 2	Understanding
21.	Examine SCRUM Methodology.	Level 3	Applying
22.	What is meant by Agile Project Management?	Level 1	Remembering
23.	Compare Traditional and Agile Project Management.	Level 2	Understanding
24.	Identify the role of SCRUM Master.	Level 3	Applying

PART- B

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Discuss the various types of project organizations in use today. Outline which types of organization which is applicable for service industry. (13)	Level 1	Remembering
2.	Discuss the criteria required for organizational design decisions. (13)	Level 2	Understanding
3.	Evaluate the Teams method of resolving conflicts. (13)	Level 3	Applying
4.	Layout a detailed process for framing an Organization Structure. (13)	Level 1	Remembering
5.	Describe the various conflict resolution approaches which can be used in projects. (13)	Level 2	Understanding
6.	Discuss about SCRUM methodology and explain how it is different from agile methodology. (13)	Level 3	Applying
7.	What are the challenges in project management implementation? Explain. (13)	Level 1	Remembering
8.	Explain the salient feature of Agile Project Management. (13)	Level 2	Understanding
9.	What are the different types of project team? Explain its need and importance? (13)	Level 3	Applying
10.	What are the steps in Traditional Project Management? Explain in detail. (13)	Level 1	Remembering
11.	(i) Give an elaborate view on the various types of Organization Structure. (5)	Level 2	Understanding
	(ii) Suggest a suitable structure to be followed for an Advertising Agency. (8)	Level 2	Understanding
12.	(i) Explain the concept of Organization Conflict. (5)	Level 3	Applying
	(ii) Explain the methods of resolving conflicts. (8)	Level 3	Applying
13.	(i) Enumerate the features and importance of Project Organization (5)	Level 1	Remembering
	(ii) Explain as to how it differs from a divisional organization. (8)	Level 1	Remembering
14.	(i) Explain the prerequisites for an effective conflict management program. (5)	Level 2	Understanding
	(ii) Explain as to how you would implement a conflict management program (8)	Level 2	Understanding

15.	(i)	Describe the methods of project outsourcing.	(5)	Level 3	Applying
	(ii)	Explain in detail about the international projects and oversights.	(8)	Level 3	Applying
16.		Discuss the scope and benefits of SCRUM Methodology.	(13)	Level 1	Remembering
17.		Elaborate in detail the stages in building project teams.	(13)	Level 2	Understanding

PART - C

S.NO	QUESTIONS	BT LEVEL	COMPETENCE	
1.	Cisco has launched the product 'Subscription Billing Platform'. The project used to follow the Waterfall methodology. Cisco used to have separate focus teams responsible for design, build, test, and deploy. Defects were many, and deadlines were being frequently missed. People were working overtime. Once they switched to Agile in 2015, Cisco created three ARTs (Agile Release Trains) for: Capabilities, Defects/fixes and Projects. Every day, the team had a 15-minute meeting to determine work items. With Agile methodology, they attained greater transparency: each team knew what the other teams were doing, and teams were able to manage themselves, promoting accountability through status updates/awareness. They also combined it with the Scrum framework that was being used on another product - the WebEx app for Samsung. Some XP practices, such as test-driven development and continuous integration (CI), were used, too. Can one organization use one framework for one product and another Agile framework for another one within the same organization? Explain the expected results of this methodology.	(15)	Level 4	Analysing
2.	In 2004, a new CIO arrived at British Telecom and decided to change the Waterfall process. The old model was causing a number of issues. Too many people were generating requirements; almost all requirements had a high priority; attempts were made to squeeze a maximum number of work items into the next release. There were too many intermediaries during the design stage and a painful approval process. Development deadlines were	(15)	Level 5	Evaluating

	<p>hard to meet; there was a lot of pressure on the developers and little time for QA. To solve these problems, British Telecom decided to adopt an Agile approach to software development and switch to shorter release cycles, instead of documenting all requirements up-front, they decided do user stories and continuous delivery. Customers should be directly involved to facilitate approvals and ensure everyone is on the same page. They started doing smaller, more frequent iterations to improve quality and have more time for integrating increments into the whole. Illustrate the outcomes of Agile methodology in the above case of British Telecom.</p>			
3.	Develop an Agile Project Management Plan for a software development project	(15)	Level 6	Creating
4.	Compare and contrast the Traditional and Agile Project Management Methodology.	(15)	Level 4	Analysing
5.	Bring out a comparative analysis on the various types of organization structure and suggest a suitable organization structure for a nationwide vaccination project.	(15)	Level 4	Evaluating