

GURU NANAK INSTITUTE OF TECHNOLOGY
An Autonomous Institute under MAKAUT
2022
PROJECT MANAGEMENT
IT802J

TIME ALLOTTED: 3 HOURS

FULL MARKS: 70

*The figures in the margin indicate full marks.**Candidates are required to give their answers in their own words as far as practicable***GROUP – A****(Multiple Choice Type Questions)**Answer any **ten** from the following, choosing the correct alternative of each question: 10×1=10

| | | Marks | CO No |
|----|---|--------------|--------------|
| 1. | (i) Which of the following knowledge areas of Project Management takes various processes, systems, and methodologies and brings them together to form a cohesive strategy? a) Integration Management b) Scope Management c) Communications Management d) Procurement Management | 1 | CO1 |
| | (ii) Which of the following knowledge area of Project Management refers to the total amount of work that must be done in order to deliver a product, service, or result with specified functions and features. a) Integration Management b) Scope Management c) Communications Management d) Procurement Management | 1 | CO1 |
| | (iii) Who can be a Project Sponsor? a) Project Manager b) Scrum Manager c) Product Owner d) None of the above | 1 | CO2 |
| | (iv) Who serves as an escalation path in case of issues that are beyond the control of the Product Owner? a) Project Manager b) Scrum Manager c) Product Owner d) Project Sponsor | 1 | CO2 |
| | (v) Accountants, Finance Controllers can play a role of a) Project Sponsor b) Subject Matter Expert c) Project Manager d) Scrum Manager | 1 | CO1 |

| | | | |
|--------|---|---|-----|
| (vi) | Who is responsible for working with the user group to determine what features will be in the product release? a) Project Sponsor b) Subject Matter Expert c) Product Owner d) Project Manager | 1 | CO3 |
| (vii) | Who makes the final decision on all Scope related decisions? a) Project Sponsor b) Subject Matter Expert c) Product Owner d) Project Manager | 1 | CO3 |
| (viii) | Who is responsible for reviewing and setting the priorities assigned to the product backlog and heading up all project planning meetings? a) Product Owner b) Project Sponsor c) Subject Matter Expert d) Project Manager | 1 | |
| (ix) | Who is responsible for knowing the “who, what, where, when and why” of the software project? a) Product Owner b) Project Sponsor c) Subject Matter Expert d) Project Manager | 1 | CO4 |
| (x) | Who is responsible for creating and managing the project budget and schedule a) Project Sponsor b) Subject Matter Expert c) Project Manager d) Scrum Manager | 1 | CO1 |
| (xi) | Who oversees software testing, delivery and formal acceptance by the customer? a) Project Manager b) Scrum Manager c) Product Owner d) None of the above | 1 | CO4 |
| (xii) | Who translates the business requirements into a technical solution? a) Technical Lead b) Project Manager c) Product Owner d) Project Sponsor | 1 | CO4 |

GROUP – B**(Short Answer Type Questions)****(Answer any three of the following) 3 x 5 = 15**

| | | Marks | CO No |
|----|---|--------------|--------------|
| 2. | You are project manager for Levi Strauss & Co and got a deal to add your clothing line to a big retail store brand. Which project management methodology will you use, Agile or Waterfall, please explain | 5 | CO1 |
| 3. | (a) How do you know the status of your project? Explain in detail. | 2 | CO2 |
| | (b) How can one improve group dynamics within one team? Explain with examples. | 2 | CO2 |
| | (c) Explain the Project Management tool - Network Drawing, in detail, and mention its importance. | 1 | CO2 |
| 4. | (a) What are the different phases of the Project Management process? | 2 | CO3 |
| | (b) What do you mean by scope change control? Explain with examples | 3 | CO3 |
| 5. | (a) Explain the steps in the process improvement plan to identify needed improvements for project success | 3 | CO4 |
| | (b) How are IT projects different from regular projects? | 1 | CO4 |
| | (c) What are the differences between waterfall & Agile Project methodologies? | 1 | CO4 |
| 6. | (a) You are a project manager for a service as a software firm, which project management methodology will you use, Agile or Waterfall, please explain | 3 | CO4 |
| | (b) Explain the use of Gantt charts and also mention at which stage of the project this tool is used. | 2 | CO4 |

GROUP – C**(Long Answer Type Questions)****(Answer any three of the following) 3 x 15 = 45**

| | | Marks | CO No |
|----|---|--------------|--------------|
| 7. | (a) What is Work Breakdown Structure? | 2 | CO1 |
| | (b) Explain the Design principles in detail. | 6 | CO1 |
| | (c) What is Earned Value Analysis? | 7 | CO1 |
| 8. | (a) Explain the Earned Value Management Foundational Concepts. | 5 | CO2 |
| | (b) Explain the difference between weak matrix and strong matrix organizations. | 5 | CO2 |
| | (c) You work in the project management office (or PMO) and report to the manager of the PMO. You are leading a team responsible for deploying the company's new website. You acquire a team consisting of individuals from various departments, including information systems and accounting. You have been assigned a project budget to manage and have a dedicated project team. Identify the type of organization structure in the illustration above. Explain your answer. | 5 | CO2 |

| | | | | |
|-----|-----|---|---|-----|
| 9. | (a) | Explain the difference between weak matrix and strong matrix organizations. | 6 | CO3 |
| | (b) | You are working in a weak matrix organization. You are having problems acquiring the project human resources you were promised earlier during the planning phase of the project. The substitute resources being offered to you do not have the skills required to perform the project work. What should you do to resolve this problem? | 4 | CO3 |
| | (c) | What are the most common 8 challenges faced during software project implementation? Explain each in detail and suggest a solution for each. | 5 | CO3 |
| 10. | (a) | Explain typical challenges in a non-IT Project and give 2 options to handle each of them. | 4 | CO4 |
| | (b) | What are the 10 common challenges of General Project Management? Explain each in detail, and suggest a resolution to each of them. | 4 | CO4 |
| | (c) | Explain typical challenges in a non-IT Project and give 2 options to handle each of them. | 7 | CO4 |
| 11. | (a) | What does one mean by Scope Creep? State top 5 causes of scope creep and how to tackle them. | 5 | CO1 |
| | (b) | Explain the commonly used terminologies to determine if the project is over or under the budget. | 5 | CO1 |
| | (c) | Explain the five phases of the Vendor selection process. | 5 | CO1 |