

## Shivaji University , Kolhapur

### Question Bank For Mar 2022 ( Summer ) Examination

Subject Code : 84724 Subject Name : Elective-II (Project Management)

Sr. No.	Question	A	B	C	D	Answer
1	A _____ is a temporary endeavor undertaken to create a unique product, service, or result.	program	process	project	portfolio	C
2	Which of the following is not part of the triple constraint of project management?	meeting scope goals	meeting time goals	meeting communications goals	meeting cost goals	C
3	_____ is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.	Project management	Program management	Project portfolio management	Requirements management	A
4	Project portfolio management addresses _____ goals of an organization, while project management addresses _____ goals	strategic, tactical	tactical, strategic	internal, external	external, internal	A
5	Several application development projects done for the same	portfolio	program	investment	collaborative	B

	functional group might best be managed as part of a _____.					
6	Which of the following is not a potential advantage of using good project management?	Shorter development times	Higher worker morale	Lower cost of capital	Higher profit margins	C
7	Which of the following processes is not part of project integration management?	developing the project business case	developing the project charter	developing the project management plan	closing the project or phase	A
8	What is the last step in the four-stage planning process for selecting IT projects?	IT strategy planning	business area analysis	mind mapping	resource allocation	D
9	Which of the following is not a best practice for new product development projects?	aligning projects and resources with business strategy	selecting projects that will take less than two years to provide payback	focusing on customer needs in identifying projects	assigning project managers to lead projects	B
10	If estimates for total discounted benefits for a project are \$120,000 and total discounted costs are \$100,000, what is the estimated return on investment (ROI)?	\$20,000	\$120,000	20 percent	120 percent	C
11	A _____ is a document that formally recognizes the	project charter	contract	business case	project management plan	A

	existence of a project and provides direction on the project's objectives and management.					
12	What tool and technique is used for all processes of project integration management?	project management software	templates	expert judgment	all of the above	C
13	Which tool or technique for collecting requirements is often the most expensive and time consuming?	interviews	focus groups	surveys	observation	A
14	What approach to developing a WBS involves writing down or drawing ideas in a nonlinear format?	top-down	bottom-up	analogy	mind mapping	D
15	Which of the following processes involves determining the policies, procedures, and documentation that will be used for planning, executing, and controlling the project schedule?	planning schedule management	defining activities	estimating activity resources	activity sequencing	A
16	Predecessors, successors, logical relationships, leads and lags, resource	items in an activity list	items on a Gantt chart	milestone attributes	activity attributes	D

	requirements, constraints, imposed dates, and assumptions are all examples of _____ .					
17	Which of the following is not an output of the project cost management process called estimating costs, according to the PMBOK® Guide?	activity cost estimates	a cost baseline	basis of estimates	project documents updates	B
18	If a project is halfway completed, its schedule performance index is 110 percent, and its cost performance index is 95 percent, how is it progressing?	It is ahead of schedule and under budget.	It is ahead of schedule and over budget.	It is behind schedule and under budget.	It is behind schedule and over budget.	B
19	_____ is the degree to which a set of inherent characteristics fulfills requirements.	Quality	Conformance to requirements	Fitness for use	Reliability	A
20	_____ generates ideas for quality improvements by comparing specific project practices or product characteristics to those of other projects or products within or outside the	Quality audits	Design of experiments	Six Sigma	Benchmarking	D

	performing organization.					
21	What tool can you use to determine whether a process is in control or out of control?	a cause-and-effect diagram	a control chart	a run chart	a control panel diagram	B
22	At the bottom of Maslow's pyramid or hierarchy of needs are _____ needs.	Self-actualization	esteem	safety	physiological	D
23	According to McClelland's acquired-needs theory, people who desire harmonious relations with other people and need to feel accepted have a high _____ need.	social	achievement	affiliation	extrinsic	C
24	A staffing management plan often includes a resource _____ , which is a column chart that shows the number of resources assigned to the project over time.	chart	graph	histogram	timeline	C
25	Which risk identification tool involves deriving a consensus among a panel of experts by using anonymous input	risk breakdown structure	brainstorming	interviewing	Delphi technique	D

	regarding future events?					
26	A risk _____ is a document that contains results of various risk management processes, and is often displayed in a table or spreadsheet format.	management plan	register	breakdown structure	probability/impact matrix	B
27	_____ are indicators or symptoms of actual risk events, such as a cost overrun on early activities being a symptom of poor cost estimates.	Probabilities	Impacts	Watch list items	Triggers	D
28	Suppose there is a 30 percent chance that you will lose \$10,000 and a 70 percent chance that you will earn \$100,000 on a particular project. What is the project's estimated monetary value?	—\$30,000	\$70,000	\$67,000	—\$67,000	C
29	_____ is a quantitative risk analysis tool that uses a model of a system to analyze its expected behavior or performance.	Simulation	Sensitivity analysis	Monte Carlo analysis	EMV	A

30	Your project team has decided not to use an upcoming release of software because it might cause your schedule to slip. Which negative risk response strategy are you using?	avoidance	acceptance	transference	mitigation	A
31	Select the option that suits the Manifesto for Agile Software Development	Individuals and interactions	Working software	Customer collaboration	All of the mentioned	D
32	Agile Software Development is based on	Incremental Development	Iterative Development	Linear Development	Both Incremental and Iterative Development	D
33	How is plan driven development different from agile development ?	Outputs are decided through a process of negotiation during the software development process	Specification, design, implementation and testing are interleaved	Iteration occurs within activities	All of the mentioned	C
34	In XP Increments are delivered to customers every _____ weeks.	One	two	three	four	B
35	Who is responsible to measure the Project's performance?	The Scrum Master	The Delivery Manager	The Product Owner	The Development Team	C

36	In Scrum, when is a Sprint Over?	When all the Sprint Backlog Items are completed	When the Product Owner suggests	When all the Sprint Backlog tasks are completed	When the time box expires	D
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## UNIT I

- 1 Define project management and explain with neat diagram Project Management Framework.
- 2 What are the phases in traditional project life cycle? How does the project Life cycle differ from product life cycle?
- 3 Explain the roles of project manager? Describe the suggested skills for project manager?
- 4 Explain with an Example the three-sphere model for system management?
- 5 What is a project? What are its main attributes and project constraints?
- 6 Write short notes on Stakeholders Management and Four frames of organizations
- 7 What is a Project? Give the Examples of IT Project?
- 8 Explain the concept of Triple Constraints with Example
- 9 Explain Issues that affect for IT Project Management
- 10 Explain process groups and mapping of process groups to knowledge areas.
- 11 Explain in details the roles of project manager with the help of following points i) Job Description ii)Skills iii) Leadership skills iv) Career

## UNIT II

- 1 Briefly explain the differences between functional, matrix, and project organizations. Describe how each structure affects the management of a project.
- 2 Explain & describe a well planned and executed project. Describe a failed project. What elements of project integration might have contributed to the success or failure of each?
- 3 Why is good project scope management so important on IT projects?
- 4 Explain process groups and mapping of process groups to knowledge areas.
- 5 Write a short note on Weighted Scoring Model,
- 6 Describe processes involve in “ Project portfolio Management”.
- 7 Explain net present value analysis
- 8 Explain Project management plan content

- 9 Explain Return on Investment with example
- 10 What is Payback Analysis with example?
- 11 Perform a financial analysis for a project. Assume that the projected costs and benefits for this project are spread over four years as follows: Estimated costs are \$200,000 in Year 1 and \$30,000 each year in Years 2, 3, and 4. Estimated benefits are \$0 in Year 1 and \$100,000 each year in Years 2, 3, and 4. Use a 9 percent discount rate, and round the discount factors to two decimal places. Create a spreadsheet or use the business case financials template on the companion Web site to calculate and clearly display the NPV, ROI, and year in which payback occurs. In addition, write a paragraph explaining whether you would recommend investing in this project, based on your financial analysis

### UNIT III

- 1 Why do we need a good WBS to use project management software? What are other types of software can you see to assist in project scope management ?
- 2 Why do you think schedule issues often cause the most conflicts on project?
- 3 Explain what happens during the process to determine the project schedule?
- 4 Why is it important to determine activity sequencing on projects ? Discuss diagrams you have seen that are similar to network diagrams. Describe their similarities and differences.
- 5 What is meant by a sunk cost? Give examples of typical sunk costs for an IT project as well as examples from your personal life. Why is it difficult for people to ignore them when they should?
- 6 Explain Gantt Charts, PERT & EVM.
- 7 What is Project Scope Management? Explain six main processes involved in it.
- 8 What is the main technique used for validating scope? Give an example of scope validation on a project.

- 9 What is involved in collecting requirements for a project? Why is it often difficult to do?
- 10 How does activity resource estimating affect estimating activity durations?
- 11 How can you minimize or control changes to project schedules?
- 12 Discuss why many IT professionals may overlook project cost management and how this might affect the ability to complete projects within budget.

#### UNIT IV

- 1 What are the main processes in project quality management?
- 2 Why is quality assurance becoming more important? What types of jobs are available related to quality assurance, and what qualifications are required for those jobs?
- 3 How do functionality, system outputs, performance, reliability, and maintainability requirements affect quality planning?
- 4 What are the three main categories of outputs for quality control?
- 5 Provide examples of when you would use the Seven Basic Tools of Quality on an IT project.
- 6 Discuss changes in the job market for IT workers. How do the job market and current state of the economy affect human resource management?
- 7 Summarize the processes involved in project human resource management.
- 8 Briefly summarize the works of Maslow, Herzberg, McClelland. How do their theories relate to project management?
- 9 Briefly summarize the works of McGregor, Ouchi, Thamhain and Wilemon, and Covey. How do their theories relate to project management?
- 10 Describe situations in which it would be appropriate to create a project organizational chart, a responsibility assignment matrix. Describe what these charts or matrices look like.
- 11 Describe situations in which it would be appropriate to create a RACI chart, and a resource histogram. Describe what these charts or matrices look like.
- 12 Discuss the difference between resource loading and resource leveling, and provide an example of when you would use each technique.
- 13 Explain two types of team-building activities described in human resource

management and discuss their advantages and disadvantages.

- 14 Summarize the different ways that project managers can address conflicts to help them manage project teams. What can they do to manage virtual team members successfully?
- 15 Explain importance of Project Team Development and its stages.

## UNIT V

- 1 Explain in detail importance of project risk management.
- 2 What are some questions that should be addressed in a risk management plan?
- 3 Discuss the common sources of risk on IT projects and suggestions for managing them. Which suggestions do you find most useful?
- 4 What is the difference between using brainstorming and the Delphi technique for risk identification? What are some of the advantages and disadvantages of each approach?
- 5 Describe the contents of a risk register and how it is used in several risk management processes.
- 6 Describe how to use a probability/impact matrix and the Top Ten Risk Item Tracking approaches for performing qualitative risk analysis. How could you use each technique on a project?
- 7 Explain how to use decision trees and Monte Carlo analysis for quantifying risk. Give an example of how you could use each technique on an IT project.
- 8 Provide realistic examples of each of the risk response strategies for both negative and positive risks.
- 9 List the tools and techniques for performing risk control.
- 10 Explain Four basic response strategies for negative and positive risks.

## UNIT VI

- 1 Explain the genesis of agile methodology and its background.
- 2 What is agile manifesto and principles of agile project management?
- 3 Explain in detail about scrum methodology.
- 4 What is extreme programming and features driven development.
- 5 Explain in brief agile project management.
- 6 Explain in detail design and development practices in agile project.
- 7 Explain limitations of Extreme Programming
- 8 List and explain Agile methodology approaches.