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QUESTION BANK

MG6008-SOFTWARE PROJECT AND MANAGEMENT

PART-A QUESTIONS WITH ANSWERS

PART-B & C

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ASP/CSE

MG6088 SOFTWARE PROJECT MANAGEMENT

UNIT -1

PROJECT EVALUATION AND PROJECT PLANNING

SYLLABUS:

Importance of Software Project Management – Activities Methodologies – Categorization of Software Projects – Setting objectives – Management Principles – Management Control – Project portfolio Management – Cost-benefit evaluation technology – Risk evaluation – Strategic program Management – Stepwise Project Planning.

PART – A

1. What is software project Management? (NOV -2009)(JUNE -2014)

The software project management is the art and science of planning and leading software projects. It is a sub discipline of project management in which software project are planned monitored and controlled.

2. Define project?

- Project is defined as
- A specific plan or design
- A planned under taking
- A large under taking

3. Define process. (NOV -2012)

A software process provides the framework from which a comprehensive plan for software development can be established.

4. Which factor is decided the success of project (MAY -2012)

Clear & agreed objectives
Planning Management
control Repeated reappraisal
Communication Committed
& effective team.

5. Write the elements of product process.(NOV -2010)

- Defined by the life cycle used.
- Defined by the American society of quality(ASQ),
- Certified Software Quality Engineer(CSQE)

6. What are the characteristics which makes software project s different from other project? (MAY -2012)(MAY -2015)

Invisibility: When a physical artifact such as a bridge or road is being constructed the progress being made can actually be seen. With software, progress is not immediately visible.

Complexity: Per dollar, pound or euro spent, software products contain more complexity than other engineered artifacts.

Flexibility: The ease with which software can be changed is usually seen as one of its strengths. However this means that where the software system interfaces with a physical or organizational system, it is expected that, where necessary, the software will change to accommodate the other components rather than vice versa. This means the software systems are likely to be subject to a high degree of change.

7. Mention the characteristics of software projects(NOV -2012)(NOV -2013)(Dec – 2014)

- Non-routine tasks are involved
- Planning is required
- Specific objectives are to be met or a specified product is to be created
- The project has a pre-determined time span
- Work is carried out for some one other than yourself
- Work involves several specialisms
- Work is carried out in several phases
- The resources that are available for use on the project are constrained.
- The project is large or complex

8. Write short notes about contract management? (May – 2013).

Contract administration is the management of contracts made with customers, vendors, partners, or employees. The client organization will often appoint a project manager to supervise the contract

9. What are the activities covered by SPM? (MAY -2009)

- Feasibility study
- Planning
- Project execution

10. What are the different stages in classic project life cycle? (MAY -2010)

- Requirements analysis
- Specification
- Design
- Coding
- Verification & Validation
- Implementation installation
- Maintenance & Support

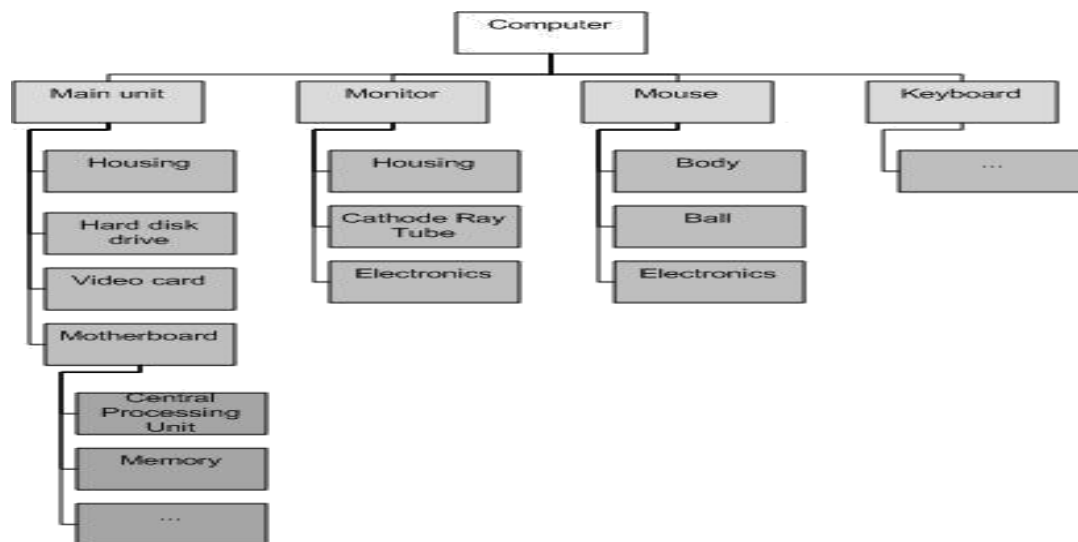
11. What are the activities with in stepwise planning?

- Select project
- Identify projects scope and objectives
- Identify project infrastructure
- Analyse project characteristics
- Identify project products and activities
- Estimate effort for each activity
- Identify activity risks
- Allocate resources
- Review/publicize
- Execute plan
- Lower levels of planning

12. What are the things contain product description? (NOV -2012)

- The name/identity of the product
- The purpose of the product
- The derivation of the product
- The composition of the product
- The relevant standards
- The quality criteria that should apply to it

13. What is PBS?. Show hierarchial diagram of a sample PBS. (MAY -2012)



A **product breakdown structure** (PBS) is a tool for analysing, documenting and communicating the outcomes of a project, and forms part of the product based planning technique.

14. Define milestones.

The milestones represent the completion of important stages of the project of which they would want to take particular note

15. What is PRINCE 2?

A PRINCE 2 is asset of project management standards that were originally Sponsored by the central computing and telecommunications agency for use on British government.

16. List the characteristics of the products?

- Invisibility
- Complexity
- Flexibility

17. List some problems with software projects(May – 2013).

- People-related problems
- Process-related problems
- Product-related problems
- Technology-related problems

18. Distinguish between objectives &products(Nov -2013)(JUNE-2014)

A project might be to create a product the details of which have been specified by the client. The client has the responsibility for justifying the product. On the other hand, the project may be required to meet certain objectives.

There could be several ways of achieving these objectives. A new information system might be implemented to improve some service to users inside or outside an organization. The level of service that is the target would be the subject of an agreement rather than the characteristics of a particular information system.

19. Who are Project Stakeholders? (May-2015)

Project Stakeholder is a person, group of people or an organization that has any kind of interest in your project or is affected by its outcome either directly or indirectly. This may include your project team members, project sponsors, your organization members and people outside to your organization as well.

Project stakeholders can be grouped into two categories:

1. Internal Stakeholders
2. External Stakeholders

20. Mention some of the major activities covered by software project management. (May-16)

Major activities covered by software project management are

- Project Planning
- Scope Management
- Project Estimation

PART B

1. Explain the various activities covered by software project management. **(U) (8) (May - 2013)**
(8) (May - 2012) .(Nov -2012)(8), (8) (Nov – 2013)(Dec-2014)
2. Give an outline of step wise planning activities for a project with neat diagram.**(May - 2013)**
(Nov -2012)(16) (Nov -2011)(16), (16) (Nov – 2013)(JUNE-2014)(Dec-2014)
3. Diagrammatically explain the ISO 12207 SDLC activities. **(16) (An) (May - 2012)**
(JUNE-2014)
4. For each stage of a typical IS development project list the type of personnel who are likely to be involved. **(U) (Nov -2011)(8)**
5. Identify the data that you would collect to ensure that during execution of project things are going according to plan. **(U) (Nov -2011)(8)**
6. Explain the various activities to be performed in “Analyzing the project characteristics” **(U)**
(6) (May - 2012)
7. Illustrate few problem associated with software projects **(Nov -2012)(8)**
8. Explain contract management. **(8) (Nov – 2013)**
9. Explain the use of Gantt chart in allocation of resources. **(8) (Dec-2014)**
10. Explain the step wise planning activities for a project with neat flow chart **(May-2015)**
11. Explain the various software development activities as outlined by ISO12207 with a neat diagram. **(U) (16) (May-2015)**
12. Explain in detail the project control life cycle. **(U) (16) (May-2016)**
13. Explain portfolio management of software projects. **(May-2016)**

UNIT – II

PROJECT LIFE CYCLE AND EFFORT ESTIMATION

SYLLABUS:

Software process and Process Models – Choice of Process models - mental delivery – Rapid Application development – Agile methods – Extreme Programming – SCRUM – Managing interactive processes – Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II A Parametric Productivity Model - Staffing Pattern.

PART- A

1. What is programme?

A programme is a collection of projects that all contributes to the same overall organization goals.

2. What are the types of management in strategic assessment?

- a. Typical issues and questions to be considered during strategic assessment.
- b. Portifollo management.

3. How the cost-benefit analysis can be done?

- a. Whether the estimated costs are executed by the estimated income.
- b. And, by other benefits.

4. What are the steps in cost-benefit analysis comprises? (NOV -2012) (Nov -2013)

- Identifying and estimating all of the costs and benefits of carrying out the project.
- Expressing these costs and benefits in common units.

5. When the net present value calculation for a project? (NOV -2012)

The Net Present Value (NPV) of a Capital Budgeting project indicates the expected impact of the project on the value of the firm. Projects with a positive NPV are expected to increase the value of the firm. Thus, the NPV decision rule specifies that all *independent* projects with a positive NPV should be accepted. When choosing among *mutually exclusive* projects, the project with the largest (positive) NPV should be selected.

The NPV is calculated as the present value of the project's cash inflows minus the present value of the project's cash outflows.

6. What are the types of cost?

- Development costs->Includes salary and other employment cost of staff involved.
- Setup costs->Includes the cost of implementation of system.
- Operational costs->Cost require to operate system.

7. What are the categories of benefits? (MAY -2010)

- Direct benefits: Directly obtained benefits by making use of operating the system.
- Assessable indirect benefits: These benefits are obtained due to update of current system.
- Intangible benefits: These benefits are longer term.

8. What do you meant by cash flow forecasting? (MAY -2009)

The cash flow forecasting estimates the overall costs and benefits of a product with respect to time.

9. What are the common methods used in cash flow forecasts?

- Net profit
- Payback period
- Return on investment
- Net present value
- Internal rate of return.

10. What do you meant by net profit? (NOV -2010)

The net profit of a project is the different between the total costs and the total income over the life of the project.

Net profit= Total cost- Total income

11. What do you meant by payback period?(Dec – 2014)

Payback period as the time taken to be break even or payback to the initial investment.

12. What do you meant by return on investment? (MAY– 2012)

The return on investment also known as the accounting rate of return (ARR) provides a way of comparing the net profitability to the investment required.

$ROI = \text{Average annual profit} / \text{Total investment} * 100$

Average annual profit= Net profit / Total no. of year

13. What do you mean by internal rate of return? (NOV – 2011)

The internal rate of return (IRR) attempts to provide a profitability measure as a percentage return that is directly comparable with interest rates.

14. What is RISK management? (MAY– 2012)

Risk management is the procedure that explains the process of managing risk through analysis. This procedure does not provide solutions to perceived risks.

15. What do you mean by net present value?

The net present value is calculation of project evaluation technique.

Present value = value of year $t / (1+r)^t$

16. What do you mean by discount rate?

The discount rate means expressed as a decimal value.

Discount rate = $1 / (1+r)^t$

17. What do you mean by discounted cash flow? (Dec-2014)

Net present value and internal rate of return (IRR) are collectively known as discounted cash flow.

18. What do you mean by risk evaluation? (NOV -2009)

The risk evaluation is means to decide whether to proceed with the project or job and whether the project is meeting its objectives.

19. What is the use of decision tree in risk evaluation (May - 2013)

The analysis of decision tree consists of evaluating the expected benefit of taking each path from a decision point. The expected value of each path is the sum of the value of each possible outcome multiplied by its probability of occurrence.

20. What is meant by cost flow forecasting? (JUNE-2014)

A cash flow forecast is document that shows predicted future cash inflows and outflows of a business over a given period of time

PART B

1. Describe how cost- benefit evaluation techniques & its methods with examples. (Ap) **(16)**
(May - 2013) (Nov -2011)(16) (16) (Nov – 2013)
2. Discuss the cash flows techniques with different cost- benefit evaluation techniques. **(Nov -2012)**
3. Explain how project can be evaluated against strategic, technical and economic criteria. (E)
(Nov -2011)(8)(JUNE-2014)
4. Explain in detail about the Amanda's decision tree.
5. Discuss various activities of project evaluation. Give example. (Ap) **(16) (Nov – 2013)**
(JUNE-2014)(Dec-2014)
6. What do you mean by cost benefit analysis? Explain the different categories of cost in detail.
(U) (JUNE-2014)(Dec-2014)
7. Explain risk planning and control in detail. (U) **(8) (May - 2013)**
8. Explain the “Internal rate of return” method. Also mention its advantages over the NPV method. (U) **(8) (May - 2012)**
9. Give the methodology used to evaluate risk in a project. (U) **(Nov -2012)(8) (16)**
10. Describe “Cash Flow Forecasting” and its application in projects. **(May 2015)**
11. What is risk evaluation? Explain the use of decision trees in risk evaluation. **(Dec 2015)**
12. Explain the various cost benefit evaluation techniques in detail. (U) **(16) (May 2016)**

UNIT – III

ACTIVITY PLANNING AND RISK MANAGEMENT

SYLLABUS: Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method – Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical patterns – Cost schedules.

PART – A

1. Define feasibility management?

Feasibility management will depend upon the availability of staff and the degree to which activities may be undertaken in parallel.

2. Define motivation?

To providing targets and being seen to monitor achievement against targets is an effective way of motivating staff.

3. What are stages can planning done?

- Before the start of the project.
- At each successive iteration.

4. What are stages made by project schedule? .(NOV -2010)

- Ideal activity plan.
- Activity risk analysis
- Resource allocation.
- Schedule production.

5. Define the objective of activity planning.(MAY -2008)(MAY 2013)

The objective of software project planning is to provide a framework that enables the manager to make reasonable estimates of:

- Resources
- Cost
- Schedule

6. Define ideal activity plan? (MAY/2009)

A plan of when each activity would ideally be undertaken was resources not a constraint.

7. Define sequencing?

Sequencing is defined as identifying the depending among activities by the development process.

8. Define scheduling?

Scheduling is defined as process of specifying the time for when each activity should take place.

9. In what based bar chart is drawn?

The chart has been drawn up taking account of the nature of the development process and the resources that are available.

10. What are the things when drawing bar chart?

- Sequenced the tasks- identify the dependencies.
- Scheduled them- specify when they should take place.

11. What are the network planning models? (MAY/2010)

- CPM- Critical Path Method.
- PERT-Program Evaluation Review Techniques.
- Precedence Network.

12. Define network model?

Network model is to represent the activities and interrelationship as a graph.

13. Define source node?

The source node is the event of the project becoming ready to start.

14. Define sink node?

The sink node is the event of the project becoming completed.

15. What are the types of nodes?

- Source node •
Sink node
- Intermediate node

16. what is dangle in an activity network. Give an example. (MAY 2012)

A dangle activity is a "loose" activity in your project schedule, and it has neither a predecessor activity neither a successor activity.it is hard to imagine an activity that is completely independent from all the other activities.

An example dangle activity in a software project: "Optimizing the database", you can optimize the database at any point during the project, you don't have to wait for an activity to finish, and no activity has to wait for the database to be optimized in order to start.

17. Define float?

Float is a measure of how much the start or completion of an activity may be delayed without affecting the end date of the project.

18. Define interfering float? (MAY 2012)

The difference between total float and free float. This is quite commonly used, particularly in association on with the free float.

19. Define slack?

Slack is the difference between the earliest date and the latest date for an event.

20. List the factors used to identify the risk .(NOV -2012)

- Inherent schedule flaws
- Requirements Inflation
- Employee Turnover
- Specification Breakdown
- Poor Productivity

21. Define critical path? (NOV -2010)

The critical path is identified in a way similar to that used in activity-on-node network.

22. Define risk management?(NOV – 2011)

Risk management is the identification, assessment and prioritization of risk.

23. What are the main components of the risk management?

- Risk analysis.
- Risk management.

24. What are the risks to business impact? (Nov -2013)

- Risk identification
- Risk evaluation
- Risk estimation

Risk management

- Risk Control
- Risk Monitoring
- Risk directing
- Risk staffing

25. Define Hammock activities. (Nov -2013)

A **hammock activity** (also hammock task) is a schedule or project planning term for a grouping of tasks that "hang" between two end dates it is tied to.

Usages:

- Group dissimilar activities that lead to an overall capability, such as preparations under a summary label, e.g. "vacation preparation";
- Group unrelated items for the purpose of a summary such as a calendar-based reporting period, e.g. "First quarter plans";
- Group ongoing or overhead activities that run the length of an effort, e.g. "project management"

26. What is the significance of a Critical Path Method ?(Dec-2014)

- The path with zero flexibility is called Critical Path Method because it will have zero float between all of its activities.
- The Critical Path Method, abbreviated CPM, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management .

27. What is a hazard. List out the generic risks.(June -2014)

A *hazard* is an event that might occur and will create a problem for the successful completion of the project, if it does occur.

28.What do you understand by work breakdown structure(Dec-2014)

- Use Work Breakdown Structure WBS)to generate a task list
- WBS involves
- It consists of creating a list of all activities of a project.
- It makes use of brain storming sessions or past similar projects to identify the activities.
- identifying the main tasks
- break each main task down into subtasks
- The subtasks can further be broken down into lower level tasks.

29. What is free float?(May 2015)

Free float is a term in stocks trading. It describes the proportion of shares of a publicly traded company that is traded in the stock market.

30. Mention some of the objectives of activity planning . (May 2016)

- α. Feasibility assessment
- β. Resource allocation
- χ. Detailed costing
- δ. Motivation
- ε. Coordination

PART B

1. Explain various steps involved & the objectives of activity planning in detail. **(U) (8) (Nov – 2013)**

2. Explain the activity based approach of project activities. **(U) (Dec-2014)**

3. What is project schedule? Explain the stages of project schedules. **(R)**

4. Explain Network planning model. **(May - 2013) (16) (May - 2012), (Nov -2012)(16) (Nov -2011)(16)**

5. Illustrate a network model. **(Nov – 2013) (Dec-2014)**

6. Briefly explain the steps involved in risk planning in project development. **(Nov -2012)**

7. Describe with an example how the effect of risk on project schedule is evaluated using PERT. **(Ap) (Nov-2011)(16)**

8. Explain how you will identify the major risks, & identify the strategies for minimizing each of those risks. **(U) (16) (May - 2013) (May - 2012) (Dec-2014)**

9. Discuss the impact of risk in a project. How is risk monitoring achieved to avoid failure in the project. **(U) (June -2014)**

10. Describe the steps involved in sequencing and scheduling in activities in a planning model. Give examples **(U) (June – 2014)**

11. Explain the importance of forward pass in calculating the earliest dates with an example. **(Ap) (11) (May - 2015)**

12. Explain the two important approaches used for identifying risks. **(U) (5) (May - 2015)**

UNIT IV
PROJECT MANAGEMENT AND CONTROL

SYLLABUS:

Framework for Management and control – Collection of data Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software Configuration Management – Managing contracts – Contract Management. **COURSE**

PART A

1. Define review point.

Project review will generally take place at particular points during the life of a project , it is commonly known as review points.

2. Define planned expenditure.

Planned expenditure is one in which the costs increased by the project is estimated before project starts

3. Define revised expenditure.

Revised expenditure is made when alteration to the existing planned expenditure is done.

4. Define baseline budget.

The assigned value in the original budgeted cost for the item is known as the baseline budget.

5. Define earned value. Give the Formula.(Nov -2013)

The total value credited to a project at any point is known as the earned value
Earned value = Percentage completed X Budget (Cost or Man – Hour Terms)

6. Define crashing.

Adding more resources to a project to shorten its duration is called crashing

7. Define time/cost trade off.

Timescales can also be shortened by buying more resources.This rule is called time/cost trade off

8. Define functional point.

A functional point is a unit of measurement to express the amount of business functionality an information system provides to a user

9. Define contract management. (MAY -2010)

Contract management is the management of contracts made with customers, vendors, partners or employees

10. What is meant by setting checkpoints? (NOV -2012)

Setting checkpoints is essential to set a series of checkpoints in the initial activity plan

11. Define control points

Project review will generally take place at particular points during the life of a project , it is commonly known as review points.

12. List the important role of configuration Librarian (MAY -2012)

Configuration management (CM) is a process for establishing and maintaining consistency of a product's performance, functional and physical attributes with its requirements, design and operational information throughout its life.

13. What are the ways used to reporting?

- Oral or written
- Formal or informal
- Regular or adhoc

14. What are the two factors used to progress of project? (MAY -2012)

- Size of the project
- Degree of risk of the project

15. What are the colors used in traffic light color?

- Green
- Amber
- Red

16. Mention the advantages of function point analysis. (NOV – 2011)

Function Point Analysis has been proven as a reliable method for measuring the size of computer software.

In addition to measuring output, Function Point Analysis is extremely useful in estimating projects, managing change of scope, measuring productivity, and communicating functional requirements.

17. What are the two methods used to progress of project in picture(MAY -2010)

- Gantt charts
- Timeline charts

18. Write the uses of ball charts.

Ball chart is used to indicate whether the expected target is met or not

19. What are the information available in circles?

- Original scheduled dates
- Recent target dates

20. What are the Common methods for assigning earned value in s/w projects? (NOV - 2011)

- The 0/100 technique
- The 50/50 technique
- The milestone technique

21. Define Bespoke. (NOV -2012)

- It refers to custom services or products.
- bespoke software is software customized for a specific purpose
- bespoke is used in the computer industry is in reference to websites
- Bespoke programs may include custom accounting software for a certain company or a network monitoring tool for a specific network

22. What are the advantages & disadvantages of fixed price contracts? (Nov -2013)

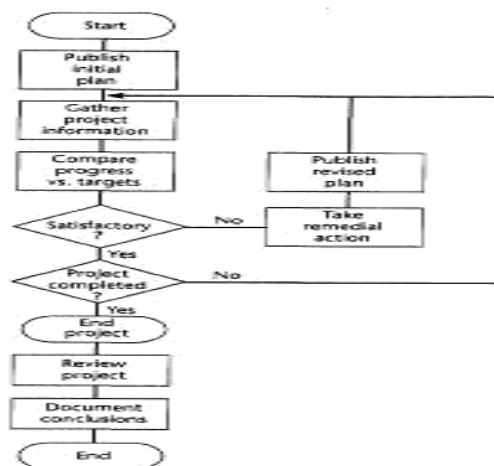
Advantages

- Fixed pricing is intended to attract more customers and clients because it offers them assurances.
- The client to know how much he will pay prior to agreement.
- customers get used to your pricing and you have less risk of offending them by fluctuating prices over time.
- Sales forecasting and profit estimates are also simpler when you know your price point.

Disadvantages

- It doesn't allow for adjustments if you get into product or service delivery and realize your cost basis is higher than expected.
- The customer pays the established price regardless of changes in your time or costs.
- This may mean you undercharge a customer due to a lot of additional work hours beyond those estimated in the price quote.
- Fixed pricing also doesn't allow for adjustments over time to sell off extra inventory or available seats for entertainment and other types of events.

23. Draw the project control cycle model(May -2013)



24. What are the levels of prioritizing monitoring(May -2013)

- Priority list of activity to monitor
- Critical activities
- Non-critical activities with no free float
- Non-critical activities with less than a specified float
- High risk activities
- Activities with critical resources

25. State earned value analysis. (June – 2014)

Earned value analysis is based on assigning a value to each task or work package based on the original expenditure forecasts.

The assigned value is the original budgeted cost for the item and is known as the baseline budget or budgeted cost of work scheduled (BCWS).

26. What is slip chart. Mention its use. (Dec-2014)

The slip chart is a very similar alternative favored by some project managers who believe it provides a more striking visual indication of those activities that are not progressing to schedule – the more the slip line bends, the greater the variation from the plan.

Adv:

- It indicates the project variation from the plan by slip line bends.
- It provides a more striking visual indication of those activities that deviates from progressing as per schedule.

27.What is time and material contract.(Dec-2014)

With this type of contract, the customer is charged at a fixed rate per unit of effort, for example, per staff-hour. At the start of the project, the supplier normally provides an estimate of the overall cost based on their current understanding of the customer's requirements.

28. Define Scope Creep. (May-2015)

Scope creep (also called requirement **creep**, function **creep** and feature **creep**) in project management refers to uncontrolled changes or continuous growth in a project's **scope**. This can occur when the **scope** of a project is not properly **defined**, documented, or controlled. It is generally considered harmful.

29. Differentiate Budgeted cost of work scheduled and Budgeted cost of work performed. (May-2015)

BCWP is contrasted to **Budgeted Cost for Work Scheduled** (BCWS) also called Planned Value (PV). BCWS is the sum of the **budget** items for all **work** packages, planning packages, and overhead which was **scheduled** for the period, rather than the **cost** of the **work** actually **performed**.

Budgeted Cost for Work Performed (BCWP) also called Earned Value (EV), is the **budgeted cost of work** that has actually been performed in carrying out a **scheduled** task during a specific time period. BCWP is a term in Earned value management approach to Project management.

30. How are proposals evaluated? (May-2016)

Proposals are evaluated based on

- Clarity of the Proposal
- Scientific significance of the proposal objectives
- Sound research methodology
- Applicability
- Budget estimation

31. Elucidate the stages of contract placement. (May-2016)

- Requirements analysis
- Evaluation
- Invitation to tender
- Evaluation of proposals

PART B

1. Explain in detail about the process of prioritizing monitoring give ex. (U) (Nov -2012)
(8) (Nov – 2013) (June – 2014)(16)
2. What are the different types of visualizing progress explain in detail? (R) (8) (May - 2013),
(Nov -2012)(8)
3. Explain how to delayed projects can be brought back on track. (U) (8) (May - 2013)
4. Assessing the state of project. (An) (Nov -2011)(8)
5. Controlling changes to a project requirement. (E) (Nov -2011)(8)
6. Discuss the change control procedures in detail. (U) (8) (May - 2012) (Dec-2014)
7. Explain the steps in managing contract under ISO 12207 approach. (U) (8) (May - 2013)
8. Explain the different stages in contract placement. (U) (Nov -2011)(16) (16) (Nov – 2013)
9. Explain the earned value analysis methods.(U) (Dec-2014) (May – 2016)
10. Explain the advantages & disadvantages of fixed price contract model. (U) (8) (May - 2012)
11. Explain the types of contract with example. (U) (Nov -2012)(16)
12. List down the terms of contract & explain in detail. (U) (16 - May - 2012) (16) (Nov – 2013)
(June – 2014) (Dec-2014)
13. Describe the steps in project control. (U) (8) (Nov – 2013)
14. Explain the formal models for cost monitoring with its metrics. (U) (June – 2014)(8)

UNIT V

STAFFING IN SOFTWARE PROJECTS

SYLLABUS:

Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams – Decision making – Team structures – Virtual teams – Communications genres – Communication plans.

PART A

1. What is the general recruitment process approach?

- Create a job specification
- Create a job holder profile
- Obtain applications
- Examine CVs
- Interviews
- Other Procedures

2. What are the types of motivation? (NOV -2010)

- Intrinsic motivation
- Extrinsic motivation

3. Define intrinsic motivation.

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on any external pressure

4. What are the two factors about a job? (MAY -2010)

- Motivators
- Hygiene

5. What are the three variables introduced by Vroom?

- Valence
- Expectancy
- Instrumentality

6. What are the factors that made the job meaningful?

- Skill variety
- Task Identity
- Task Significance
- Autonomy
- Feedback

7. Define Stress.(NOV -2012)

Stress is any circumstance that places special physical and/or psychological demands on a person such that an unusual or out-of-the-ordinary response occurs.

- The circumstance – the stressor- can be a final exam, a financial problem, or a difficult boss.
- The response- the stress response- may be a physiological or psychological manifestation

8. What are the three methods are adopted for improving motivation?

- Set specific goals
- Provide feedback
- Consider job design

9. What are the two measures used to enhance job design?

- Job enlargement
- Job enrichment

10. What are stages to become a team?(NOV -2011)

- Forming
- Storming
- Norming
- Performing
- Adjourning

11. Define risky shift. (NOV -2010)

People in groups often make decisions that carry more than where they have to make the decision on their own

12. Define leadership.

Leadership is the ability to influence others in a group to act in a particular way in order to achieve group goals.

13. What is Maslow's hierarchy needs? (MAY -2012) (MAY -2015)

Maslow's Hierarchy is the hierarchy of human behavior that is often used for achieving management objectives based on psychological and physiological needs. How does this relate to project management? Read on to find out.

14. What do you understand by Egoless Programming? (MAY -2012)

The idea is that programmers must fight the natural tendency to treat their programs as part of themselves, and therefore to reject all criticism. Rather, they should do their best to treat their designs & implementations as objects independent of themselves, and to view criticism dispassionately on its merits. It's a spiritual discipline that we all fall short of, but that's worth attempting.

15. Give the difference between personal & organizational stress. (NOV -2011) **Organizational stressors-**

white-collar stressors are usually related to the worker's role in the organization. The most common organizational stressors are failure in role-sending and role-taking.

Role conflict-occurs when role demands are in conflict

- Intra sender conflict
- Inter sender conflict
- Inter role conflict

16. Define Stress (NOV -2011)(JUNE -2014)

Stress causes a train of changes in nerves and glands in the body. Firstly, when we are faced with a stressor, the message is sent to the brain, which then activates nervous system and adrenal glands. The adrenal gland activation produces two hormones: adrenaline and noradrenaline. According to Seyle, there are three stages related to the stressful situations:

1. Alarm stage
2. The stage of resistance
3. Stage of exhaustion

17. List the steps involved in selecting the right person for the job. (NOV -2012)

Interview process can be a tremendous help if you use it effectively.

- Conducting a thorough job analysis
- Determining your need to hire a new employee
- Writing a job description and job specification for the position based on the job analysis.
- Checking references.
- Hiring the best person for the job.
- Interviewing the most qualified candidates for the position, based on the job's description and specification.

18. What is start-to-start relationship (SS)?

It means that one activity can start if and only if another activity starts.

19. What are the uses of Nominal group techniques?

- Problem solving
- Creative decision making
- Ideas generating situations

20. Define Acceptance. (Nov -2013)(June – 2014)

Acceptance criteria will relate to what you must do to demonstrate that the expected quality has been achieved.

For example, the programme manager might ask for a set of interoperability test results to demonstrate that interoperability standards have been adhered to, or they might ask for a report from an external evaluator that assesses fitness for purpose.

21. What is forming? (Nov -2013)

The first stage encompasses the transition from a group of individuals to a functioning team. During this time, members build confidence and trust in each other as well as their leader. In this period of instability, you may initially notice:

- Frequent complaining about the organization
- Inability to focus discussions on relevant tasks
- Silence in meetings
- Little or no interaction between members

22. List some obstacles for good group decision making? (May -2013)

- it is time consuming;
- it can stir up conflicts within the group;
- and decisions can be unduly influenced by dominant personalities.
- Experiments have shown that people will modify their personal judgements to conform to group norms.
- People in groups sometimes make decisions that carry more risk than when they make the decision on their own. This is known as the *riskyshift*.

23. Write down four selection criteria for SCM tools. (May -2013)

- Multi user support
- Scalability
- Easy to setup
- Process management

24. What is Herzberg's two factor theory(Dec-2014)

Research into job satisfaction by Herzberg and his associates found two sets of factors about a job.

Hygiene or maintenance factors

Which can make you dissatisfied if they are not right, for example, the level of pay or the working conditions?

Motivators

Which make you feel that the job is worthwhile, like a sense of achievement or the challenge of the work itself.

25. Write the three basic objectives of organizational structure (June – 2014)

- Functional
- Matrix
- Projected
- Combination of the above

26. What do you understand by virtual team? (Dec-2014)

A **virtual team** is a group of individuals who work across time, space and organizational boundaries with links strengthened by webs of communication technology.

27. Mention the important causes of stress encountered in projects. (May- 2016)

1. Unrealistic timeline
2. Working in a matrix system which PM does not have the full control of the resources
3. Lack of resources – human and/or equipment
4. Proliferation of virtual teams and cross cultural influences
5. Inter-group conflict in organization
6. Project environment

PART B

1. Explain the Oldham-hackman job characteristic model. Give the Vroom's Expectancy theory. (U) **(8) (May – 2012) (16) (Nov – 2013) (Dec-2014)**
2. Explain in detail about decision making. With an example the strength of the team. (U) **(8) (May - 2013) , (Nov - 2012)(June – 2014)**
3. Explain how new staff can be selected and inducted into a project. (U) **(8) (May - 2013) (Nov -2011)(8)(June – 2014)**
4. Explain to improve group performance.(U) **(Nov -2011)(8)**
5. List the factors that are involved in making a team. Explain the characteristics. (R) **(8) (Nov - 2012)**
6. Discuss in detail about the organizational structures. (U) **(8) (May - 2013) (16- May – 2012) (16) (Nov - 2012) (Dec-2014)**
7. Define motivation. Explain the different models of motivation. (U) **(8) (May - 2013) (Dec-2014)**
8. Explain the methods to increase staff motivation. (U) **(Nov -2011)(8)**
9. Discuss the Maslow's hierarchy of needs with an example. **(Ap) (June – 2014)(8)**
10. Describe the salient features of models of motivation. (U) **(8) (May - 2015)**