



SCHOOL OF COMPUTER SCIENCE AND ENGINEERING
CONTINUOUS ASSESSMENT TEST - II
WINTER SEMESTER 2025-2026

Programme Name & Branch : BBS
Course Code and Course Name : CBS3012 - IT Project Management
Faculty Name(s) : Divya Meena S & Deepa D
Class Number(s) : VL2025260502268 & VL2025260502103
Date of Examination : 15-03-2026
Exam Duration : 90 minutes
Maximum Marks: 50

General instruction(s):

- Answer All Questions
- M - Max mark; CO - Course Outcome; BL - Blooms Taxonomy Level (1 - Remember, 2 - Understand, 3 - Apply, 4 - Analyse, 5 - Evaluate, 6 - Create)
- Course Outcomes:
 - CO2:** To Develop activity network to use PERT and to manage project risks such as Resource scheduling and cost control.
 - CO3:** To understand the concept of Agile Project Management and IT Service Management.
 - CO4:** To understand the various terminologies and best practices followed in scrum.

Q. No	Question					M	CO	BL	
Q1.	A software company is developing a Smart City Traffic Monitoring System. Midway through the project, the following risk register snapshot is reported.					5	2	3	
	Risk ID	Description	Probability (0–1)	Impact Cost (Lakhs)	Risk Detection Stage				Current Mitigation
	R1	Sensor hardware delay from vendor	0.35	40	Integration				Parallel sourcing
	R2	Data privacy compliance changes	0.20	75	System testing				Legal review
	R3	ML model accuracy below expectation	0.50	25	Prototype				Dataset expansion
	R4	City authority changes scope	0.15	90	Planning	Contract renegotiation			
	R5	Cloud deployment instability	0.30	30	Deployment	Multi-region setup			
	a)	Using Expected Monetary Value (EMV), determine which two risks should receive the highest priority for monitoring and control. Justify using quantitative reasoning.					5		
b)	Assume the project manager decides to transfer one risk, mitigate one risk, and accept one risk. From the table, select appropriate risks for each strategy and justify the choice using project control logic.								
Q2.	At the end of a software development project, the internal audit team produced the following consolidated audit report.					5	2	2	
	Audit Parameter		Planned	Actual					
	Project Duration		12 months	15 months					
	Budget		₹1.2 Crore	₹1.55 Crore					
	Requirements Delivered		100%	82%					
	Critical Defects		≤10	27					
	Stakeholder Satisfaction		High	Moderate					



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Audit Observations:

1. Two scope changes were approved after month 7 without revising the project baseline.
 2. Three senior developers were reassigned to another project during month 9.
 3. A compressed testing schedule was adopted to meet the revised deadline.
 4. Some stakeholders requested early deployment of partially completed modules.
- a) Based on the audit observations and project metrics, identify two underlying project management failures that most significantly contributed to the final deviations. Justify by connecting the audit observations with the numerical performance indicators.

- b) Using the audit data, compute the percentage schedule overrun, cost overrun, and requirement shortfall relative to the planned values. Based on these indicators, determine which performance dimension deviated the most from the project baseline, and explain how this deviation would influence the final audit judgement and project closure decision.

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Q3. Several Agile methodologies exist, including Scrum, Extreme Programming (XP), and Lean Software Development.

- a) Compare the three Agile methodologies in terms of workflow structure, team coordination mechanisms, adaptability to requirement changes.

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- b) A startup developing a rapidly evolving mobile application must release updates every two weeks. Recommend one Agile methodology for this scenario and justify the choice.

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Q4. During one sprint of an e-commerce project, the following events occurred:

Event ID	Description
E1	Developers added new features without Product Owner approval
E2	Sprint backlog tasks exceeded team capacity
E3	Sprint review focused only on presentation slides
E4	Retrospective discussion avoided discussing team conflicts
E5	Stakeholders requested urgent feature changes during the sprint

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Assume you are the Scrum Master. Identify all the Scrum principles or artifacts that were violated in the above events and explain the consequences for sprint performance. Also, design the corrective interventions that could restore proper Scrum functioning in the next sprint.

Q5. A Scrum team planned 80 story points for a sprint of 10 days. The remaining work recorded at the end of each day is shown below.

Day	Remaining Story Points
0	80
1	78
2	75
3	70
4	68
5	60
6	55
7	55
8	50
9	45
10	42

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Interpret the burn-down data and evaluate the sprint performance. Identify patterns indicating team productivity, possible impediments, and deviations from ideal burn-down behaviour. Recommend corrective actions the Scrum Master should take in the next sprint.
