



MBA DEGREE EXAMINATIONS: NOV/DEC 2023

(Regulation 2022)

Third Semester

MBA - PROJECT MANAGEMENT

P22MPEP533:Agile Project Management

COURSE OUTCOMES

- CO1:** Compare benefits from Agile implementation and various frameworks.
- CO2:** Display ability to demonstrate step by step implementation of Agile philosophy with respect to various projects.
- CO3:** Display ability to appraise role of various stakeholders for effective implementation of agile practices.

Time: Three Hours

Maximum Marks: 100

PART A (1Q x 20M = 20 Marks) - Compulsory

1. Acme Corp., a leading manufacturer of household appliances, has been struggling with project delays and budget overruns in its new product development department. The traditional waterfall methodology, while meticulous, proved too slow and inflexible in the rapidly changing consumer electronics market. Enter Sarah, a young and energetic project manager with a passion for Agile. Convinced of its agility and adaptability, she presented a proposal to implement Scrum in the department.

The proposal faced resistance from seasoned managers accustomed to rigid plans and detailed documentation. They questioned the lack of upfront planning and feared the potential for scope creep. Sarah countered by highlighting the benefits of iterative development, frequent feedback loops, and empowered teams. She presented case studies of successful Agile transformations in similar industries, demonstrating improved time-to-market and customer satisfaction.

Acme's CEO, impressed by Sarah's passion and the potential benefits, approved a pilot project for a new smart kitchen appliance. A cross-functional team of engineers, designers, and marketing

specialists was assembled and trained in Scrum principles. They adopted sprints, prioritized features based on user needs, and held daily stand-up meetings for transparency and collaboration.

The pilot project was a resounding success. The team delivered a high-quality product within budget and ahead of schedule. Customer feedback was overwhelmingly positive, leading to a surge in pre-orders. Acme's leadership was convinced. Agile was rolled out across the department, with Sarah spearheading training and coaching.

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| a | Acme Corp. successfully implemented Scrum in their pilot project. Based on this experience, identify and propose at least three specific Agile practices that could be applied to other project management knowledge areas within the department, like cost management, risk management, or communication management. Explain how each practice would address a specific challenge in that area and contribute to overall project success. | 10 | CO3 [K ₃] |
| b | Acme Corp. initially encountered resistance to Agile from managers accustomed to a traditional approach. Analyze the potential reasons for this resistance, considering factors like fear of change, lack of understanding, and existing organizational structures. Suggest specific strategies Sarah could have employed to address these concerns and build trust with the management team, paving the way for a smoother Agile adoption process. | 10 | CO3 [K ₄] |

PART B (5Q x 4M = 20 Marks)

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| 2. | How would you explain the concept of life cycle selection in the context of Agile management? | 4 | CO1 [K ₁] |
| 3. | In what ways does Kanban facilitate the flow of work in an Agile project? | 4 | CO1 [K ₁] |
| 4. | Explain the role of organizational change management in the context of Agile implementation | 4 | CO2 [K ₂] |
| 5. | List some of the key project management knowledge areas where Agile techniques were applied in the case studies. | 4 | CO2 [K ₁] |
| 6. | Explain how Agile principles were applied in developing pricing strategies and programs in projects | 4 | CO3 [K ₂] |

PART C (3Q x 20M= 60 Marks) Answer Any Three Questions Only

7. a Assume you are a project manager leading a team through a complex project. Apply the Agile principles to develop a tailored project management plan that reflects the agile mindset. Justify each principle's application in the plan and how it aligns with the specific needs of your project. 10 CO1 [K₃]
- b As the leader of a cross-functional team in a software development project, utilize the Scrum terminologies to create a comprehensive Scrum board outlining your team's advancement throughout a sprint. 10 CO1 [K₃]
8. a You are tasked with implementing the Kanban framework in a project environment. Apply the steps for Agile implementation to outline a detailed plan for introducing Kanban 10 CO1 [K₃]
- b Assume you are leading a team in an organization transitioning to Agile. Apply the steps for Agile implementation to develop a customized plan for your team. Justify each step, providing specific details on how it contributes to creating an Agile environment and facilitating successful Agile practices. 10 CO1 [K₃]
9. a Analyze the impact of organizational culture on the successful implementation of Agile methodologies. Consider real-world examples and discuss how specific cultural elements either facilitate or hinder Agile practices. Provide recommendations on how leadership can influence and shape a culture conducive to Agile principles. 10 CO2 [K₄]
- b Examine the challenges and benefits associated with multi-team coordination in Agile projects. Analyze specific scenarios where coordination between multiple Agile teams is critical, and identify potential bottlenecks or conflicts that may arise. Propose strategies to enhance coordination and collaboration among diverse Agile teams. 10 CO2 [K₄]
10. a Discuss specific challenges and opportunities that the integration of Agile and PMO may present in an organizational context. Provide recommendations for optimizing the collaboration between Agile teams and the PMO. 10 CO2 [K₆]
- b Evaluate how leadership decisions impact the willingness of teams to adopt Agile practices, considering factors like autonomy, empowerment, and trust. 10 CO2 [K₅]

11. a Assume you are an organizational leader tasked with developing an Agile environment within a traditionally managed company. Analyze the potential cultural and structural challenges that may impede the successful transition to Agile. Discuss specific strategies and frameworks outlined in the content for addressing these challenges, 10 CO3 [K4]
- b ABC Healthcare, a leading software development company specializing in healthcare solutions, initiated an Agile transformation to improve project management practices and enhance the delivery of software products. The organization aimed to apply Agile techniques across various project management knowledge areas to address challenges and elevate its development processes. How they will implement? 10 CO3 [K4]
