



THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT

FINAL EXAMINATION – 2018

PROJECT MANAGEMENT MCP2257

Duration: Three (03) Hours

DATE: 8th September 2018

TIME: 9.30 am – 12.30 pm

- Instructions: (I) Answer **any FIVE (05)** questions.
(II) All questions carry equal marks
(III) Answers should be focused and should be legible.

This paper comprises of 7 questions.

-
1. “The modern enterprise has become project driven, hence, this change presents significant new challenges and opportunities, especially for HR professionals.”
Elaborate this statement with suitable example. (20 marks)

 2. (i) Why is it important to re-aligning and integrating the expectations of the client and project team throughout the entire project? Explain. (10 marks)

(ii) ‘Managing trade off among project objectives is a challenge faced by a project manager in the present dynamic business environment’. Do you agree? Explain. (10 marks)

 3. (i) Even when there is a clearly defined project scope, you still have to beware of scope creep. Describe the main causes of scope creep. (10 marks)
(ii) Do you think managing scope creep in project management is unachievable? Explain with examples. (10 marks)

 4. (i) As a project manager, you noticed during project execution that conflicts arise in the team on both technical and interpersonal levels. What are the appropriate ways of handling conflicts? Explain with suitable examples. (10 marks)

(ii) All stages of the project life cycle appear to be characterized by conflicts. Explain the nature of conflicts in different stages of the project life cycle. (10 marks)

5. Consider a project whose activities and their predecessor relationships are given in the following table.

Activity	Immediate predecessor	Duration in weeks
A	-	3
B	-	2
C	-	2
D	A	4
E	B	5
F	B	4
G	C	6
H	D	3
I	E	5
J	H,I	8
K	F,G	8

- (i) Construct a network diagram for the above project. *(04 marks)*
- (ii) Determine the earliest start time, earliest finish time, latest start time and latest finish time for the activities and determine the critical path(s). *(08 marks)*
- (iii) Calculate the floats or slack time of each activity and explain how you can effectively utilize them throughout the implementation. *(04 marks)*
- (iv) During project execution you found out that deliverables that are made by one team member cannot be processed by another one. This lead to timely rework and building up bad morale among team members. Explain how you can use the RACI matrix to mitigate this problem. *(04 marks)*
6. (i) As the project manager, you decided to arrange a team meeting to identify and analyze lessons learned at project implementation. Explain how you should do this task to facilitate the top management in their future decision making. *(10 marks)*
- (ii) Explain the importance of having a contingency plan in project management. *(10 marks)*
7. (i) Explain what steps a project manager must take to ensure a smooth project close out and handover. *(10 marks)*
- (ii) Describe different types of project closure with suitable examples. *(10 marks)*

(Copyright Reserved)