



**THE OPEN UNIVERSITY OF SRI LANKA  
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS ADMINISTRATION  
FINAL EXAMINATION – 2019  
PROJECT MANAGEMENT – MCP2602 / MSPA302**

**Duration: Three (03) hours**

**DATE: 01.09.2019**

**TIME: 1.30pm – 4.30pm**

**Answer any FIVE (05) questions. (all questions carry equal marks)**

1. (i) List five characteristics of projects and describe how each of them is different from usual activities of a business. (10 marks)
- (ii) 'As the use of projects becomes more pervasive, more managers are entering the field of project management.' Elaborate this statement highlighting the importance of project management to an organization. (10 marks)
2. Scope Creep is of considerable concern on many IT projects as it has the potential to lead to less than satisfactory project outcomes. Most IT project managers are keenly aware of the need to manage scope creep well and employ a range of techniques for this purpose.
  - (i) Describe what is meant by Scope Creep. (04 marks)
  - (ii) What are the reasons for scope creep in IT projects? Explain. (06 marks)
  - (iii) Using suitable examples describe at least four techniques that an IT project manager could use to minimize the likelihood of Scope Creep on their projects. (06 marks)
  - (iv) A customer is requiring a minor scope change and expects you to do this without delays and additional costs. You believe that you have adequate authorization to make the decision by yourself, but you are not quite sure. What should be your next steps? Briefly explain. (04 marks)
3. (i) What is project Portfolio Management? Why is it important for modern business organizations? (08 marks)
- (ii) Using a suitable example describe the "Weighted Scoring Model" for project selection. (06 marks)
- (iii) What are the advantages of using weighted scoring model over other numeric models in project selection? (06 marks)

4. (i) What are 'virtual projects'? Explain the importance of virtual projects take place in contemporary business/non-business organizations. (07 marks)
- (ii) Explain how organizational culture can affect the activities in project management (06 marks).
- (iii) What are the benefits of changing organization structure to support projects implementation? Explain. (07 marks)
5. Consider the information pertaining to a certain project given in the following table.

Activity	Immediate predecessor	Duration in weeks
A	-	4
B	-	6
C	A, B	3
D	C	5
E	C	5
F	C	3
G	E, F	7
H	D, G	6

- (i) Construct a network diagram for the above project. (03 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. (07 marks)
- (iii) Calculate the float or slack time of each activity and explain how you can effectively utilize them throughout the implementation. (03 marks)
- (iv) 'Since schedules come with risks, learning to address some of the more common risks associated with tasks is an important step to mitigate such risks'.
- What are the most common risks that can occur in project scheduling?
  - What suggestions you would make on minimizing the above mentioned risks?  
Explain (07 marks)

6. (i) “As projects increase in size and complexity, the progress reporting needs to move from a subjective assessment of progress to a more structured approach.” Explain giving reasons. (10 marks)
- (ii) Explain what is “closed-loop” system. Explain why the concept of closed-loop system is important in managing projects? (10 marks)
7. (i) What are the reasons for companies to organize ‘lessons learned in project management’? Explain with examples. (10 marks)
- (ii) Describe the role of top management in planning and implementing projects in turbulent socio economic environment, highlighting the possible key challenges to project managers (10 marks)

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