



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

FINAL EXAMINATION – November 2019

PROJECT MANAGEMENT – MCP2257 / MSPA347

Duration: Three (03) hours

DATE: 30.11.2019

TIME: 9.30 am to 12.30 pm

- Instructions: (I) Answer **PART I (Compulsory)** and any **THREE (03)** from PART II.
(II) Handwriting should be legible.
(III) Provide suitable examples and illustrations where necessary.

PART I

- (1) *Answer all questions in this section. Answers to this question have to be focused and with suitable examples where necessary.*
- i. Describe a 'project' with its main features.
 - ii. Explain the specialty of 'Quasi Projects'.
 - iii. Describe the three primary goals of a project.
 - iv. "Project manager is the single point of responsibility of project implementation". Explain this statement with the specific roles that a project manager is expected to perform.
 - v. Describe the importance of non-numeric models in project selection.
 - vi. Briefly explain the importance of developing work breakdown structures in project management.
 - vii. Briefly explain RACI matrix and its importance to project management.
 - viii. Describe the main steps in Project Risk Management Process.
 - ix. Briefly explain what is a feasibility study and its main components.
 - x. Describe the different types of project closure.

(4 marks x 10 – 40 marks)

PART II

- (2) i. Why it is important to identify the project life cycle before commencing a project? Explain. (10 marks)
 ii. 'Quality, methodology and performance environment and culture become prominent dimensions at the implementation stage of a project.' How does HR professionals of the organization lay foundation to succeed projects with the said dimensions. (10 marks)
- (3) i. "The proper choice of projects to invest is highly crucial for the long-run survival of every firm." Discuss this statement highlighting relevant concepts in project management. (10 marks)
 ii. What is integrated project management? Describe why it is important in modern project management. (10 marks)
- (4) i. Explain at least four dimensions of project success. Explain how human resource professionals can contribute to the success of projects under the stated dimensions. (10 marks)
 ii. Discuss the benefits of project management to following stakeholders of organizations.
 a. Clients b. Senior Managers
 c. Project team members d. Functional level managers (10 marks)
- (5) Consider the below information pertaining to an office automation project of a government organization.

Activity	Immediate predecessor	Duration in Days
A	-	5
B	A	7
C	A	7
D	B	8
E	B	6
F	C	4
G	C	8
H	E,F	10
I	D,G	7
J	I	8

- i. Construct the network diagram using Activity on Nodes method. Find the critical path(s) and the minimum duration to complete the project. *(05 marks)*
 - ii. Determine the earliest start time, earliest finish time, latest start time and latest finish time for the project activities. *(05 marks)*
 - iii. If the management wishes to reduce the project duration, what single activity or activities should be focused? Explain why? *(05 marks)*
 - iv. Explain suitable human resource management activities that you recommend to help project team to meet the deadlines. *(05 marks)*
- (6)
- i. Do you think that it is important to set up a controlling process for project implementation? Discuss. *(10 marks)*
 - ii. 'Conflicts are common in project management'. Describe different sources of conflicts occur in project management. Discuss the different conflict resolution techniques that can be used to address the above said sources of conflicts. *(10 marks)*

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