



THE OPEN UNIVERSITY OF SRI LANKA  
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION  
FINAL EXAMINATION – 2021

PROJECT MANAGEMENT – MCP2602 /MSPA302

**Duration: Three (03) hours**

**DATE: 25.04.2021**

**TIME: 9.30am-12.30pm**

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

1. (i) A triangle commonly called the 'Triple Constraints' is often used to summarize project management. Describe 'project management' using triple constraints. (06 Marks)
- (ii) How does 'Project Management Triangle', as a model of depicting project constraints, differ from 'Project Management Diamond'? Explain with examples. (07 Marks)
- (iii) Suggest some other limitations that can be applied to every project and present an enhanced model of project constraints. (07 Marks)
2. (i) Taking appropriate examples briefly explain at least four dimensions of project success. (08 Marks)
- (ii) What is integrated project management? Explain why it is important in modern business organizations. (12 Marks)
3. (i) What is virtual project management? Explain with examples. (05 Marks)
- (ii) Briefly discuss the factors that determine the success of virtual projects. (07 Marks)
- (iii) "Though there are many reasons for the popularity of virtual projects, it doesn't mean that virtual project management is free of challenges". Comment. (08 Marks)
4. (i) 'Three Point Estimating' is the best project cost estimation tool which suits modern turbulent business environment. Examine this statement highlighting the special characteristics of projects. (10 Marks)
- (ii) Explain why project contingency planning is an important consideration in managing projects in post Covid 19 business environment. (10 Marks)

- 5 “Go Online” is an office modernization project planned by a government organization. The identified main activities, their duration and immediate predecessors are given in the following table.

Activity	Preceding activity	Estimated duration (days)
A	-	5
B	-	4
C	-	6
D	-	5
E	A,B	4
F	E	6
G	F	4
H	D	3
I	G,H	4
J	C,I	6

- (i) Develop the network diagram for the above project. *(04 Marks)*
- (ii) Identify the critical path/s and the expected duration of the above project. *(04 Marks)*
- (iii) Calculate earliest start time, earliest finish time, latest start time and latest finish time of each activity. *(06 Marks)*
- (iv) Describe the possible factors that can have an effect on the expected duration of the project in following scenarios;
- If the project is implemented by an internal project team.
  - If the project is outsourced to an external organization. *(06 Marks)*
6. (i) What is Earned Value Analysis? Explain with an example. *(06 Marks)*
- (ii) What are the objectives of Earned Value Analysis? Explain. *(07 Marks)*
- (iii) Explain how the results of the Earned Value Analysis can be used in project decision making. *(07 Marks)*
7. (i) Explain at least 10 factors that can affect failures in government projects. *(10 Marks)*
- (ii) “Poor risk assessment is one of the main reasons for the failures in commercial projects”. Examine this statement using suitable Sri Lankan examples. *(10 Marks)*