



THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2020/2021

PROJECT MANAGEMENT – AFPA347/MSPA347/MCP2257

Duration: Three (03) hours

DATE: 20.03.2021

TIME: 9.30am - 12.30pm

Answer any FIVE (05) questions. All questions carry equal marks.

1. (i) Having an effective Project Management can benefit modern organizations in many ways. Explain this statement taking at least five benefits of project management to organizations. *(07 marks)*
- (ii) “Modern organizations have become project driven. This change has become a significant challenge for human resource professionals.” Discuss this statement with special reference to the importance of creating a ‘project culture’ in an organization. *(08 marks)*
- (iii) “HR professional can help in exceling project management.” Explain the above statement using 3 HR related areas where project management practices can be applied effectively. *(05 marks)*
2. (i) Goals of meeting scope, time and cost are the major considerations throughout the project life cycle. Explain how the importance of such considerations vary with different stages of the project. *(10 marks)*
- (ii) What are the different general management skills that a project manager must possess during the different phases of the project? Explain with suitable examples. *(10 marks)*
3. (i) Why does a competitive business organization need an effective project portfolio management? Explain your answer with appropriate examples. *(07 marks)*
- (ii) What factors an organization must consider when developing a project selection strategy? Explain. *(05 marks)*
- (iii) Explain four different types of project selection techniques with their relative advantages and disadvantages. *(08 marks)*

4. (i) What is 'proposal marketing' with respect to project management? Explain. (06 marks)
- (ii) Explain with examples, what factors need to be considered to develop a winning proposal? (07 marks)
- (iii) Describe any four different types of project proposals. Provide suitable examples. (07 marks)
5. (i) "Work Breakdown Structure is the simplified forms of project plan which focuses on the actual tasks of the project". Elaborate this statement. (08 marks)
- (ii) Discuss the difference between Work Breakdown Structures and Project Networks in project planning process. (07 marks)
- (iii) Explain why and how 'slack time' is important to a project manager? (05 marks)
6. (i) All stages of project life cycle appear to be characterized by conflicts. Describe with examples the different sources of conflicts in project life cycle. (08 marks)
- (ii) As a project manager, when should you especially consider cultural differences? As a HR professional what strategies you should adopt in these situations? Explain. (12 marks)
7. (i) "Project risk can be eliminated if the project is carefully planned". Comment. (07 marks)
- (ii) What types of risks need to be analyzed with regard to project Human Resource management? Explain. (06 marks)
- (iii) Suggest a performance evaluation framework suitable for a project team in your organization. Briefly outline the special criteria that you would consider under Covid 19 situations. (07 marks)