

The Open University of Sri Lanka
Faculty of Natural Sciences
B.Sc/ B. Ed Degree Programme



Department	: Computer Science
Level	: 5
Name of the Examination	: Final Examination
Course Code and Title	: CSU5300/CPU3146: IT Project Management
Academic Year	: 2019/2020
Date	: 28/10/2020
Time	: 1.30 pm- 3.30 pm
Duration	: Two (02) Hours

General Instructions

1. Read all instructions carefully before answering the questions.
 2. This question paper consists of **six (06)** questions in **three (03)** pages.
 3. Answer any **four (04)** questions only. All questions carry equal marks.
 4. Answer for each question should commence from a new page.
 5. Draw fully labelled diagrams where necessary.
 6. Involvement in any activity that is considered as an exam offense will lead to punishment.
 7. Use blue or black ink to answer the questions.
 8. Clearly state your index number in your answer script
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Answer Four Questions Only.

Q1)

- I.
 - a. What is a project?
 - b. Explain the relationship between a Project, a Programme and Portfolio management in the context of project management.
- II. *“Enterprise environmental factors are needed to be considered when conducting a project”*. Comment on this statement.
- III. Using an appropriate example, discuss the difference between the project life cycle and the product life cycle.

Q2)

- I.
 - a. Why is planning process important for an IT project? Briefly explain giving reasons for your answer.
 - b. *“A project manager needs to be aware of all nine project management knowledge areas to work with any IT project”*. Critically review the above statement, providing the necessary justification(s).
- II. Project Integration Management is one of the most important project management knowledge areas that an IT Project Manager should have. Briefly describe how this concept contributes to an effective project management process.
- III. A good project manager plays a vital role in managing projects. Identify three (03) key characteristics of a good project manager and briefly explain how they help to complete projects successfully.

Q3)

- I. What are the main elements of a project scope baseline? Explain them in detail.
- II. *“Scope management is important for effective project management, especially when managing IT projects.”* Comment on this statement.
- III. Explain the difference between Project Scope and Product Scope using appropriate examples.

Q4)

- I. Delivering the project on time is a critical aspect of successful project management. Assuming that you have been appointed as the project manager to deliver the University Management Information System (UMIS) to the Open University of Sri Lanka. What approach do you take to develop the project schedule?
- II. What are the 3 types of dependencies we need to consider when sequencing the activities in a project?
- III. Briefly explain the suitability of the time estimation techniques below in different contexts:
 - a. Analogous estimating
 - b. Parametric estimating
 - c. Three-point estimating

Q5)

- I. What is the definition of modern quality management in relation to project management? Briefly explain the key aspects.
- II. What is the difference between “*Cost of Conformance*” and “*Cost of Non-Conformance*” in relation to project quality management?
- III. Briefly describe the seven basic quality tools we can use for quality assurance and quality control of an IT project.

Q6)

- I.
 - a. Why is it important to manage stakeholders during the IT project execution?
 - b. What are the tools and techniques used by project managers for successful stakeholder management?
- II. Effective and efficient communication for all the stakeholders will be a critical success factor for project management.
 - a. Briefly explain the basic communication model and its components.
 - b. Briefly explain the types and methods of communications that we can identify in project management.
- III. Earned value management is a key technique used by project managers to measure the project performance. Briefly explain how project managers apply it for project management.

