



THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2022

PROJECT MANAGEMENT – MSPA347 / AFPA347

Duration: Three (03) hours

DATE: 14.05.2022

TIME: 1.30PM – 4.30PM

Instructions: (I) Answer any **FIVE (05)** questions.
 (II) All questions carry equal marks

1. (i) “Project Management is both an art and a science”. Comment on this statement highlighting technical and socio-cultural dimensions of project management. *(10 marks)*
 (ii) “Managing socio-cultural dimensions has become more important than other dimensions in managing present day Projects”. Do you agree? Explain. *(10 marks)*
2. (i) Using suitable examples, explain four new trends in Project Management. *(10 marks)*
 (ii) The modern enterprise has become project driven. What are the new challenges faced by HR professionals due to this change? Explain. *(10 marks)*
3. (i) Recently, the ‘project management triangle’ has given way to a ‘project management diamond’. Using suitable illustrations describe the difference between ‘project management triangle’ and ‘project management diamond’. *(06 marks)*
 (ii) Why project management diamond approach is more important in contemporary project management? Explain. *(06 marks)*
 (iii) Suppose you are in the process of planning a project and found that stakeholders of this project have varying objectives and requirements. What steps you would take to come up with a plan with which all objectives can be met. *(08 marks)*
4. (i) Explain three non-numeric models of project selection. What are the advantages and disadvantages of each model explained above? *(10 marks)*

- (ii) The Project Manager's work is strongly affected by the structure of the organization in which the project is implemented. Explain how projects are managed within an organization having a matrix organization structure. Describe how matrix organization structure helps in managing projects successfully? *(10 marks)*
5. (i) What are the ways through which organizational culture can affect in managing complex projects in modern organizations? Explain. *(10 marks)*
- (ii) Explain at least five sources of project management conflicts. Recommend techniques to resolve each of the conflict sources explained above. *(10 marks)*
6. (i) What is the purpose of a final project report of a project that has come to an end? What information should include in it? Explain. *(06 marks)*
- (ii) What are different dimensions of commercial project evaluations. Explain the importance of each identified dimension in evaluating overall project success. *(06 marks)*
- (iii) How does information management help in successful completion of projects? Explain with suitable examples. *(08 marks)*
7. (i) "The success or failure of a project depends heavily on the performance of the project manager". Discuss this statement highlighting the special skills that should be possessed by a project manager. *(10 marks)*
- (ii) "Contingency planning is utmost important in managing projects in today's turbulent business environment." Discuss this statement taking the present economic condition of the country into consideration. *(10 marks)*

-All rights reserved-