

**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION PROGRAMME
AFPA302/MSPA302/MCP2602: PROJECT MANAGEMENT
FINAL EXAMINATION - 2023
DURATION – THREE (03) HOURS**



Date: 20th August 2023

Time: 1.30 pm to 4.30 pm

Note to the students:

- Answer any FIVE (5) questions.
- Answers should be focused and methodical.
- This question paper carries 7 Questions in 2 pages.
- Each question carry 20 marks. The maximum marks for this question paper is 100.

Question 1.

The Meaning of Project differs from Business Operations, and it has special characteristics. There are different Objectives to be achieved once the project is completed.

- a) Explain the definition of "Project" and its characteristics with an example. (6 Marks)
- b) Explain 'project objectives' for the example mentioned in a) above. (6 Marks)
- c) Explain the following terms briefly.
 - i. Project Management
 - ii. Program Management
 - iii. Portfolio Management
 - iv. Operation Management (8 Marks)

Question 2.

'Measurement of *Project Success* is an important part of every project. Once the project is successful it will deliver benefits to the organization's strategy. To carry out a project successfully, project managers need to have different skills which are so critical'.

- a) Explain four dimensions of project success. (8 Marks)
- b) Briefly explain the essential soft skills required for a Project Manager. (6 Marks)
- c) Explain and compare 'Project Lifecycle' and 'Product Lifecycle'. (6 Marks)

Question 3.

'Knowledge in Project Lifecycle plays a critical role for the project manager to select the tasks to be carried out depending on the stage of project. Project Charter is an important document that provides guidelines to initiate and implement projects. Project selection criteria help to identify the most suitable projects and guide to priorities.'

- a) Explain 'Predictive Lifecycle', 'Adaptive Lifecycle', and 'Hybrid Lifecycle'. (6 Marks)
- b) Explain "Project Charter" and discuss its importance at the project initiation level. (6 Marks)
- c) Explain four (4) project selection criteria. (10 Marks)

Question 4.

- a) Explain three types of Project Organization structures. (6 Marks)
- b) 'Project Planning' is an essential part of any project. Explain the Project Planning Variables. (6 Marks)
- c) Briefly explain the 'Work Breakdown Structure' (WBS) of a project and how it integrates into the RACI Matrix. (8 Marks)

Question 5.

- a) Project Teams work untiringly to deliver project deliverables.
Explain how the project team can create a collaborative project team environment. (6 Marks)
- b) Explain how *trade-off analysis* is important to Project Management and the role of the project manager when doing the tradeoff analysis. (8 Marks)
- c) Explain how to write an effective project proposal and its contents. (6 Marks)

Question 6.

- a) Explain the importance of Managing Project Cost / Budget, and monitoring against Cost Baseline. (6 Marks)
- b) Explain 'Earned Value Management'. Explain the importance of 'Earned Value Management', 'Schedule Variances' (SV) and 'Cost Variances' (CV), for project performance. (8 Marks)
- c) Explain 'Project Scope Creep' and how to manage project scope creep effectively. (6 Marks)

Question 7.

- a) Explain the importance of *Project Network Diagram* and the *Critical Path Analysis* to a project manager. (6 Marks)
- b) Explain the contents of the *Project Closure Report* and how the project closure report is important to *Project Knowledge Management* of an organization. (6 Marks)
- c) Explain the reasons for project early termination. (8 Marks)

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