



THE OPEN UNIVERSITY OF SRI LANKA  
 FACULTY OF MANAGEMENT STUDIES  
 MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT  
 FINAL EXAMINATION – 2023  
 PROJECT MANAGEMENT – AFPA347 / MSPA347 / MCP2257  
 Duration: Three (03) hours

DATE: 13.05.2023

TIME: 1.30pm – 4.30pm

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

1. i. Explain the role of Human Resource Management functions in contemporary project driven organizations. *(10 marks)*
  - ii. From the Human Resource Management perspective, what are the responsibilities of a project manager at the planning stage of a project? *(10 marks)*
  
2. i. “Productive teams are crucial to implement high-tech and more complex projects in today’s competitive global economy.” Which motivational theories should the project manager apply to successfully motivate their project teams in present day competitive global economic environment? Explain with appropriate examples. *(10 marks)*
  - ii. Identify five factors which you believe that are crucial for the success of social projects. Explain briefly why each of these factors are so important for social projects. *(10 marks)*
  
3. i. Is it possible to have a perfectly functioning project that delivers the outputs specified at the project planning stage, meets project budget and project schedule? Explain your answer with suitable examples. *(10 marks)*
  - ii. The best project managers are those who can balance the ‘project management diamond’. Use your project management knowledge to elaborate this statement. *(10 marks)*
  
4. i. ‘Project portfolio management is not simply selecting a project’. Describe project portfolio management in a broader sense. *(10 marks)*
  - ii. Why an effective project portfolio management system is important for a project driven organization? Explain. *(10 marks)*

5. i. Describe the advantages and disadvantages of an organization having a functional organizational structure in managing projects. (10 marks)
- ii. Is there a right organizational structure for project management? Justify your answer with suitable examples. (10 marks)
6. i. Describe what is the project culture initiative (PCI)?- (06 marks)
- ii. 'A strong organizational culture shapes an organization's decision making patterns, guides actions, and drives individual member behavior leading to success, but, a strong culture can also create barriers in getting the results.' Explain the role of a Human Resource professional in managing the organizational culture in getting the expected project results in a competitive environment. (07 marks)
- iii. Explain the role of HR manager in PCI in an organization in managing projects. (07 marks)
7. i. Briefly explain the steps in the project risk management process. (07 marks)
- ii. What are the main aspects of risks that we need to manage that are related to human resource aspects of projects? (07 marks)
- iii. Suggest some response strategies to minimize the risk aspects suggested above. (07 marks)

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