

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES HONOURS
OSU5575 - PROJECT MANAGEMENT
FINAL EXAMINATION – 2024 / 2025
DURATION – THREE (03) HOURS



Date: 23rd November 2025

Time: 1. 30 PM- 4.30 PM

INSTRUCTIONS:

- Answer only five (05) questions.
- Illegible handwriting may cost marks.
- This question paper has seven (07) questions in four (04) pages.

Question 01

- (a) “Projects have unique characteristics”. Identify and explain those specific characteristics of a project with suitable examples. (05 marks)
- (b) “Every project is functioned by addressing specific constraints”. Explain the three (3) main types of constraints that all projects will have to face? Give suitable examples. (06 marks)
- (c) A software development company has decided to implement a new project management approach for its product development process. The company has historically faced challenges in meeting project deadlines and budget constraints. They are now seeking to harness the benefits of effective project management practices to improve their outcomes.

Explain the potential benefits that organizations can achieve through effective project management practices. (09 marks)

(Total 20 Marks)

Question 02

- a) Briefly explain the main purpose of “project planning” for any type of organization. (05 marks)
- b) Explain the concept of “changing the project plan” and discuss the situations in which it may become necessary to revise or modify the project plan. (07 marks)
- c) Suppose the Ministry of Public Administration in Sri Lanka is planning a project to develop the soft skills of newly recruited graduates for government job positions. The Ministry expects to carry out this project through divisional secretariats.
- Develop a mini-business case for this project. (08 marks)

(Total 20 Marks)

Question 03

- a) What are the techniques that project managers can follow to obtain information for risk analysis? (05 marks)
- b) You are managing a construction project to build a new residential building complex. This project involves multiple contractors, strict deadlines and a fixed budget. One of the main risks you have identified is unpredictable weather conditions, which could cause delays and increased costs.
- Explain the benefits of risk management of any project with examples. (07 marks)
- c) Assume that you are the project manager who leads a software development project for a new mobile app. The project has been underway for six months and you have encountered some unexpected challenges. The development team is facing delays, and there have been scope changes due to client requests. Budget constraints are also a concern. Your project sponsor is getting impatient in meeting completion time and cost.
- You are required to come up with effective risk response strategies to address these issues and keep the project on track. (08 marks)

(Total 20 Marks)

Question 04

- a) Identify five (5) questions that a project manager should ask when developing a project communication plan. (05 marks)
- b) You are leading a project to develop a new e-commerce website for a retail company. The project involves multiple teams, including web developers, graphic designers, content creators, and all of them are working remotely. Current communication challenges affect the project progress severely. Outline and explain the techniques that can be used to improve the project communication. (07 marks)
- c) You are managing a multinational project for an advanced software development company that involves teams and stakeholders from various countries. The success of the project relies on effective communication and collaboration with global stakeholders. In the context of the multinational advanced software development project, identify and elaborate critical factors that project managers should consider when dealing with global stakeholders. (08 marks)

(Total 20 Marks)**Question 05**

- a) Identify five (5) cost estimating techniques in project management. (05 marks)
- b) You have been appointed as the project manager for a government-funded project to develop a new public park in your city. The project includes activities such as landscaping, constructing walking paths, installing lighting systems, and setting up recreational areas. During the planning stage, you observe that cost information is incomplete and inconsistent across different departments. As the project manager, explain the importance of effective project cost management for the successful completion of this project. (07 marks)
- c) You are the project manager for a construction project to build a new office complex. The project was originally budgeted at \$10 million, but it is now facing significant cost overruns. You need to analyze the reasons behind these overruns to address the issue effectively. Identify and explain reasons for cost overruns in the construction project. (08 marks)

(Total 20 Marks)

Question 06

- a) Identify and list down six (6) key activities in the project time management process. (06 marks)
- b) A project manager of a housing development project plans to use scheduling tools to ensure the project is completed on time. Discuss any three (3) techniques or tools commonly used in project time management for scheduling project activities. (06 marks)
- c) You have been appointed as the project manager for the renovation of a hotel before the upcoming tourist season. The project includes refurbishing guest rooms, upgrading the restaurant, and installing a new booking system. The management expects the project to be completed before the start of the peak tourist arrival period. Explain the importance of effective time management in ensuring the successful completion of this project. (08 marks)

(Total 20 Marks)

Question 07

Write short notes on any four (4) of below topics related to project management.

- a) Project charter
- b) Agile onion
- c) Scrum framework
- d) Stage gate model of project governance
- e) Work breakdown structure (WBS)

(5 Marks x 4 = 20 Marks)

All Rights Reserved