

**THE OPENUNIVERSITY OF SRI LANKA  
COMMONWEALTH EXECUTIVE MASTERS OF BUSINESS/PUBLIC  
ADMINISTRATION PROGRAMME  
FINAL EXAMINATION - 2014  
PROJECT MANAGEMENT – MCP2602  
DURATION THREE (03) HOURS**



**DATE: 20<sup>th</sup> December, 2014**

**TIME: 9.30am – 12.30pm**

**Instructions: Answer any FIVE (05) questions.**

This paper has seven questions in two pages.

1. As a Project Manager you are aware that domain area expertise is not enough to guarantee the success of a project. Discuss the key interpersonal skills a Project Manager should demonstrate to excel in managing teams to success. (20 Marks)
2. What are the key characteristics of a Project? Explain with an example how a 'Project' differs from activities of day to day operations and engagements (20 Marks)
3. PMI Global Standards of project Management defines nine knowledge areas as a guide for Project Managers and the teams to plan, execute and manage their projects. Discuss these knowledge areas to demonstrate your understanding of the complete Project Management Body of Knowledge. (20 marks)
4. Every project should have a Project Risk Management meeting to identify the risks that can make an impact on a project and document them with a proper response plan. Using a recent project you work on as an example, discuss the complete process of Project Risk Management from the stage of identifying Project Risks to monitor and control project risks. (20 Marks)
5. It is recommended that a Project Manager should get involved in projects from Initiation to Closing of the Project.
  - a. Discuss the complete project management process, using a small project as an example. (10 Marks)
  - b. Discuss the content of a project initiation document recommended by Project Management Institute USA. (10 marks)

6. a. Discuss the use of project network diagram for efficient management of projects with resource constraints and uncertainties in activity times. (08 marks)
- b. Using the following data, construct a network diagram, determine the critical path and discuss the importance of critical path management. (12 marks)

Activity	Duration	Predecessor
A	4	-
B	3	A
C	6	B
D	9	A,B
E	9	A
F	8	B,E
G	2	C,D,F
H	7	G

7. Earned Value Management is used to measure project cost and schedule performance and to arrive at project forecasts. Discuss how Earned Value Management is used to measure whether your project is on track with its cost and scheduled performance.

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