



THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION
FINAL EXAMINATION – 2018

PROJECT MANAGEMENT – MCP2602

Duration: Three (03) hours

DATE: 15.07.2018

TIME: 1.30 pm – 4.30pm

Instructions: • Answer any FIVE (05) questions.

- All questions carry equal marks.
- Handwriting should be legible.
- Use of a non-programmable calculator is allowed.
- This paper consists of 7 questions.

1. (i) Identify five main characteristics of a project and describe the important features of each. *(10 marks)*

(ii) Describe situations in which project management would probably not be effective. *(10 marks)*
2. (i) “Project management offers a structured approach to managing projects.” Elaborate this statement highlighting the importance of project management in contemporary organizations. *(10 marks)*

(ii) At the beginning of a project execution, you noticed that there are different opinions between team members relating to project work and deliverables and also to the level of overall complexity. Describe your plan of actions with reasons. *(10 marks)*
3. (i) With an aid of a suitable illustration describe the life cycle of a project in dimensions of (a) the degree of project completion; (b) required effort. State the possible reasons that can change the typical shape of a project lifecycle? *(10 marks)*

(ii) Explain how the above mentioned ‘the degree of project completion chart’ helps a manager in making decisions. *(10 marks)*
4. (i) What are different feasibility dimensions that need to be explored in project analysis? Explain. *(10 marks)*

(ii) What is the risk of implementing a project without carrying out a proper feasibility analysis? Explain. *(10 marks)*

5. Consider the following activity list and time duration of a project to build a major road bridge.

Activity	Immediate predecessor	Activity duration (Weeks)
A	-	4
B	A	2
C	A	3
D	A	2
E	B, C	5
F	C	4
G	D, F	7
H	G	4
I	E, F, H	8
J	H	5
K	I, J	5

- (i) Construct the project network diagram using Activity on Nodes method. (04 marks)
- (ii) Find the earliest start time, earliest finish time, latest start time and latest finish time of each activity. Determine the critical path. (08 marks)
- (iii) Given the uncertainties in accurately estimating activity durations, what is the probability of completing the project by the deadline? Explain. (03 marks)
- (iv) During execution of the above project, your team found a major flaw in the technical drawings. On an ad-hoc base, they had to find and implement a workaround to avoid delays and mitigate technical problems. As a manager of the above project how do you manage this situation? (05 marks)
6. (i) Why do you think the average total conflicts increases during the “early project phases”? Explain with suitable examples. (10 marks)
- (ii) Why a “risk management data bank” is more relevant and necessary today than in the past? Explain with examples. (10 marks)
7. (i) Discuss some reasons why a Project Final Report, when completed, should be permanently retained by the organization. (10 marks)
- (ii) What are the challenges faced by project managers of social/government projects? In relation to the said challenges, describe how to manage the trade-offs among three main project objectives. (10 marks)

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