

THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF MATHEMATICS AND COMPUTER SCIENCE
B.Sc. DEGREE PROGRAMME 2015/2016
FINAL EXAMINATION
CPU3146: IT PROJECT MANAGEMENT
DURATION: TWO HOURS ONLY (2 HRS)



Date: 17th July, 2016

Time: 1.00 pm – 3.00 pm

Answer **Four** Questions **Only**.

Q1).

I.

a. Briefly describe the differences between a *project* and a *task you carry out in your working place or at your home*.

b. How software projects differ from other types of projects.

II. Project managers should have a few essential skills to have an effective project management. Briefly describe how these skills help to project managers to manage the project effectively?

III. An IT project was broken down into phases by its project manager. Do you recommend this? Briefly describe reasons for your answer.

Q2).

I.

a. Why planning process is important for an IT project?

b. "*A project manager needs to be aware of all nine project management knowledge areas to work with any IT project*". Critically review the above statement providing the necessary justification.

II. *Project integration management* is one of the most important project management knowledge areas an IT project manager should possess. Briefly describe how this concept helps an effective project management process.

III. Name **three** main types of organizational structures of an enterprise and identify the most suitable organization structure for any project work. Give reasons for your answer.

Q3).

I. "*Good scope management is very important for any IT projects*". Comment on this statement.

II. Assume you are a project manager of an IT project that develops Management Information System to Open University of Sri Lanka. Briefly describe how you are going to carry out the scope management for this project.

III. Net Present Value (NPV) of a project is Rs. 230000.00, Payback period is 1 year and Return on Investment (ROI) is 1.47.

a. Explain what is NPV, Payback period and ROI?

b. Is this a profitable project? Give reasons for your answer.

- c. Briefly describe three (03) methods other than the financial analysis, which can be used for selecting a most suitable project?

Q4).

- I. You are managing a project with an Earned Value (EV) of Rs.16000 Planned Value (PV) of Rs.13000 and Actual Cost (AC) of Rs.20000. How would you best describe this project?
- II. Briefly describe what are *critical path*, *Free slack (Free float)*, *Total slack (Total float)* and how these concepts help for project scheduling activities in a typical project management.
- III.
 - a. "*IT projects always tend to overrun the estimated budget*". Critically review this statement?
 - b. Describe two (02) techniques which can be used for estimating the cost of a project. List the pros and cons of each of the techniques.

Q5).

- I. Discuss the role of the project manager in improving the quality of an IT Project?
- II. Briefly describe three (03) techniques a project manager of a software development project may use to resolve any conflicts within his /her project team.
- III.
 - a. Discuss the importance of the stakeholder analysis for project communication management.
 - b. "*The greatest threat to many projects is a failure to communicate*". Comment on this statement.

Q6).

- I.
 - a. Describe the contents of a *risk register*.
 - b. Discuss the content of a risk management plan.
- II. Discuss at least three (03) advantages and risks associated with outsourcing.
- III. Assume you have been assigned to take over the task as a project manager and would like to procure 20 personal computers for your team members. Briefly describe the steps you may follow to acquire these personal computers for the aforementioned project.

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