



THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF MATHEMATICS AND COMPUTER SCIENCE
B.Sc. DEGREE PROGRAMME 2011/2012
FINAL EXAMINATION
CPU3146: IT PROJECT MANAGEMENT
DURATION: TWO HOURS ONLY (2 HRS)

Date: 10th January, 2012

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 day to day life*.
 - b. How software projects differ from other types of projects.
- II. What is *Project Management* and what are the required skills for a project manager to have effective project management?
- III. Briefly describe the relationship between *project(s)*, *program(s)* and *portfolio* by using a suitable example.
- IV. Corporate Knowledge bases are one of the organizational process assets for projects.
 - a. What are the ways that organization can maintain such knowledge bases?
 - b. Briefly describe how Corporate Knowledge bases help for an effective IT project management.

Q2).

- I. Initiating, Planning, Executing, Monitoring & Controlling and Closing are the process groups in project management.
 - a. Why planning is important for an IT project than for the other projects.
 - b. *Planning* process group includes processes related to the every project management knowledge areas. Give reasons.
- II. “A process group is not a project phase”. Comment on this statement.
- III. Project managers think that team development is difficult in weak matrix organization. Is this a correct statement? Give reasons for your answer.
- IV. Briefly describe the method(s) that an organization can use for justifying IT project selection.

Q3).

- I. *Project integration management* is one of the most important project management knowledge areas that an IT project manager should have.
 - a. What are the processes involved with project integration management
 - b. Briefly describe how it helps for an effective project management?
- II. Discuss the importance of following a well-integrated change control process on IT projects.
- III. Assume you have been assigned as the project manager of "student management information system" development project in the Open University of Sri Lanka. Briefly describe the ways that you are going to identify the functions/requirements that you need to incorporate in to the system?
- IV. "*Good scope management so important on IT projects*". Assume you are a project manager of an IT project and briefly describe how you are going to do the scope management.

Q4).

- I. Earned value management is one way to measure the project performance.
 - a. Why it is not used more often in the projects?
 - b. You are managing a project with an Earned Value (EV) of Rs.15000 Planned Value (PV) of Rs.12000 and Actual Cost (AC) of Rs.10000. How you would best describe this project.
- II. Why IT projects always tend to overrun the estimated budget?
- III. *Activity sequencing* is a process done in project time management. Discuss the importance of determining activity sequence of a project.
- IV. Briefly describe what are *critical path*, *Free slack (Free float)*, *Total slack (Total float)* and how they help for project scheduling in project management.

Q5).

- I. Quality is important in every aspect of a project.
 - a. What is the difference between *Quality Control* and *Quality Assurance*?
 - b. Briefly describe three (03) tools that can be used for software quality control.
- II. Discuss three (03) suggestions that a project manager can take to improve IT project the quality of an IT project.
- III. Assume that you are a project manager of a software development project. Briefly describe three (03) techniques that you may take to manage the conflicts in a project team.
- IV. Describe the situation where it would be appropriate to create a *project organizational chart*, a *responsibility assignment matrix (RAM)* and a *resource histogram* in a project.

Q6).

- I. IT projects always incorporate with risks. Therefore, managing the risks is very essential.
 - a. What are the processes involved with project risk management except risk identification?
 - b. What is the difference between using *Brainstorming* and *Delphi technique* for risk identification?
- II. Describe the contents of a *risk register* and how the register is used in several risk management processes.
- III. Discuss the advantages and disadvantages of different ways of distributing project information.
- IV. "*Proper communication is very important to the success of an IT project*". Comment on this statement.

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