

THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF MATHEMATICS AND COMPUTER SCIENCE
B.Sc. DEGREE PROGRAMME 2012/2013
FINAL EXAMINATION
CPU3146: IT PROJECT MANAGEMENT
DURATION: TWO HOURS ONLY (2 HOURS)



Date: 15th June 2013

Time: 1.00 p.m. to 3.00p.m.

Answer **FOUR** Questions **ONLY**.

Q1).

I.

- a. By means of an example, explain how a *Project* is different from what most people do in their *day-to-day jobs*.
- b. What is *Project Management*? Name four (04) required *skills for IT Project Managers* for effective project management?

II. Briefly describe how enterprise environmental factors help for effective project management.

III. “*Project manager thinks that team development is easy in strong matrix organization*”. Do you agree with this statement? Give reasons for your answer.

IV.

- a. Discuss the advantages of having project phases in a project life cycle.
- b. “*Although the project management processes are presented discretely, in practice, they overlap and interact with each other*” Explain this statement.

Q2).

- I. Identify the most beneficial/feasible projects among the following situations. Give reasons for your selection.

Situation 1:

	Project A	Project B
NPV	Rs. 234,200.00	Rs. 516,000.00
Payback Period	1 year	1 year and 2 months
ROI	0.47	1.03

Situation 2:

	Project P	Project Q	Project R	Project S
Weighted Project Score	56	89.5	50	42.5

Situation 3:

Project X: Developing a system to improve the communication channel of the organization

Project Y: Developing a system to upload the newsletters of the organization.

- II. “*Project Integration Management is considered as the key for overall success of any project*” Comment on this statement.
- III. *Monitoring and Controlling* project work is a process in *Project Integration Management*.
 - a. Why does the project manager need to carry out *Monitoring and Controlling* on a project?
 - b. How project *milestones* help for project *Monitoring and Controlling*?
- IV. How *Configuration Management systems* help for effective *Integrated Change Control* in Project Integration Management?

Q3)

- I. *Project Scope Baseline* is an important outcome of *Project Scope Management*.
 - a. What are the main components of *Project Scope Baseline*?
 - b. Describe the steps that you are supposed to follow in order to develop the *Project Scope Baseline* as a Project Manager of an IT project.
- II.
 - a. What is meant by *Verify Scope*
 - b. Identify the difference between *Verify Scope* and *Quality Control*?
 - c. What is meant by *Scope Creep* in *Control Scope* process?
- III.
 - a. *Sequence Activities* is the process of identifying and documenting relationships or dependencies among the project activities. What are the three (03) types of *dependencies* used to define the sequence among the project activities?

- b. What are the *Critical Path*, *Free Slack/Float time* and *Total Slack/Float time*?
How do they help for effective project management?

- IV. Sometimes project managers need to shorten the project schedules (schedule compression) without changing the project scope, to meet schedule constraints, imposed dates or other schedule objectives. What are the two techniques you suggest them to use for schedule compression while identifying the disadvantages of each of them?

Q4).

- I. Discuss the importance of *Cost Budgeting* process in *Cost Management*.
- II. Discuss how *Scope Baseline* and *Project Schedule* help to do an effective *Cost Estimation*.
- III. Briefly describe two (02) techniques that can be used for *quality control process* in *Project Quality Management*
- IV.
 - a. What is the difference between *Quality Control* and *Quality Assurance*?
 - b. Describe the steps of CMMI approach in term of assuring software quality.

Q5).

- I. Assume you have been assigned as the project manager of an IT project in XYZ Company. Briefly describe how you are going to develop the *Project Team* for the project.
- II. Conflicts are inevitable in any project team. As an undergraduate who is studying IT Project Management, how do you advice to a Project Manager to resolve the conflicts in the project team?
- III. *Communication Management Plan* is a document that guides project communications. What are the items that need to be addressed by a Communication Management Plan?
- IV. “*The greatest threat for many projects is a failure to communicate*” comment on this statement.

Q6).

- I.
 - a. What are the processes required to do *Project Risk Management*?
 - b. Briefly describe two (02) tools and techniques that can be used to identify the risks in a project.
- II. There are two types of risks such as *negative risks* and *positive risks*. What is the difference between *negative risk* and *positive risk*? Briefly describe how you are going to manage negative risks.
- III.
 - a. List five (05) reasons why organizations outsource.
 - b. Why is there a growing trend in outsourcing, especially offshore?
- IV. Discuss the situations where RFQs (Request for Quotation) and RFPs (Request for Proposal) are used?

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