

THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF MATHEMATICS AND COMPUTER SCIENCE
B.Sc. DEGREE PROGRAMME 2012/2013
NO BOOK TEST – 2
CPU3146: IT PROJECT MANAGEMENT
DURATION: ONE AND HALF HOURS ONLY (1.5 HRS)



Date: 19th March, 2013

Time: 4.00 pm – 5.30 pm

Answer ALL Questions.

Q1).

I.

Organizations identify many potential projects as part of their strategic planning process. *Financial consideration* is a common technique for selecting the potential projects to those projects that will be of most benefit.

- i. How do the primary methods in financial analysis help to the project selection process?
- ii. What are the other four (04) common techniques exist to the project selection process than the financial analysis.

II.

How does the project integration management relate to;

- i. The project life cycle
- ii. Stakeholders
- iii. The other project management knowledge areas

Q2).

I.

- a. What is *Project Scope Management*?
- b. Creating a *Work Breakdown Structure (WBS)* is a main process in Project Scope Management.
 - i. List down five (05) approaches that can be used to develop a WBS?
 - ii. Discuss the importance of developing a good WBS for an Information Technology project.

II.

- a. What are the six (06) main processes need to be followed in *Project Time Management*?

- b. Consider the following table with the network diagram data for a small project. All duration estimates or estimated times are in days.

Activity	Initial Node	Final Node	Estimated Duration
A	1	2	8
B	1	3	10
C	1	4	10
D	2	3	4
E	2	5	10
F	3	4	6
G	4	5	4
H	4	6	10
I	5	6	4
J	5	8	12
K	6	7	8
L	7	8	10

- Draw an Activity-on-Arrow (AOA) network diagram.
- What is the critical path for this diagram and how long is it?
- Briefly describe the importance of the critical path of any project?

Q3)

I.

- Assume you have been assigned as a project manager for an IT project in an organization. One of your main tasks is developing the *Cost Performance Baseline* for the project.
 - What is the *Cost Performance Baseline*?
 - Briefly describe the steps you suppose to follow in order to develop the *Cost Performance Baseline*.
- Given the following information for a one year project where PV is the planned value, EV is the earned value, AC is the actual cost, and BAC is the budget at completion,

$PV = 22000$ $AC = 24000$
 $EV = 19000$ $BAC = 110000$

 - Calculate the *cost variance*, *schedule variance*, *cost performance index (CPI)* and *schedule performance index (SPI)* for the project?
 - How is the project doing?

- Briefly describe two (02) techniques that can be used for *quality control process* in *Project Quality Management*.

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