

THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF MATHEMATICS AND COMPUTER SCIENCE
B.Sc. DEGREE PROGRAMME 2013/2014
FINAL EXAMINATION
CPU3146: IT PROJECT MANAGEMENT
DURATION: TWO HOURS ONLY (2 HRS)



Date: 25th June, 2014

Time: 1.00 pm – 3.00 pm

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

Q1).

- a)
 - i. By means of an example, discuss how a *project* differs from an *operation*.
 - ii. Discuss the relationship between project, program, and portfolio management and their contribution to enterprise success.
- b) An IT project was broken down into phases by the project manager of the project. As an undergraduate, who has learnt IT Project Management, do you recommend this? Briefly describe reasons for your answer.

Q2).

A large toy company which consists of Sales, Finance, Operations and IT division has decided to move the corporate legacy systems onto a cloud computing solution. The work is complex and involves various parts of the company across its four main sites.

- a)
 - i. Propose an organizational structure that can be used to manage this project in an efficient manner.
 - ii. Discuss the pros and cons of your answer given to Q2) a) i. related to project management.
- b) Briefly describe the required skills of a project manager and organizational process assets for effective and efficient project management.

Q3).

- a) Net Present Value (NPV) of a project is Rs. 230200.00, Payback period is 1 year and Return on Investment (ROI) is 1.47.
 - i. What is NPV, Payback period and ROI?
 - ii. Is this a profitable project? Give reasons for your answer.
 - iii. Briefly describe three (03) methods other than the financial analysis which can be used to select the most suitable project?
- b)
 - i. Describe the steps and techniques you may follow to develop the project schedule.
 - ii. What actions can be taken to keep a project on track, if a task is not completed within the allocated time?

Q4).

- a)
 - i. Describe three (03) techniques that can be used to estimate the cost of a project. Explain the pros and cons of each of them.
 - ii. Why IT projects always tend to overrun the estimated budget?
- b)
 - i. Discuss how Earned Value Management (EVM) helps to measure the performance of a project.
 - ii. Many successful IT organizations does not use EVM. What can be the reasons?

Q5).

- a)
 - i. Explain what is meant by “quality” in the context of project management.
 - ii. Identify three (03) differences between *quality assurance* and *quality control*.
 - iii. *Cause and effect diagram* and *Histogram* are the two techniques that can be used to perform quality control. Briefly describe how they help to perform quality control.
- b)
 - i. Developing the human resource plan is one of the main activities in project human resource management. As an undergraduate offering IT project management, briefly describe the steps you may follow to develop the human resource plan.
 - ii. The project team has become unhappy as two popular, experienced team members have been transferred to another key project. The remaining members are required to take on the work of these two members. List three (03) actions that the project manager could take to improve the morale of his team.

Q6).

- a)
 - i. Discuss the content of a communication management plan and its importance for good communication.
 - ii. What are the tools and techniques that can be used to develop a communication management plan?
- b)

Assume that you have been assigned task as a project manager and you are planning to outsource the project. Discuss the advantages and risks associated with outsourcing (at least three (03) for each of them).

*** ALL RIGHTS RESERVED ***