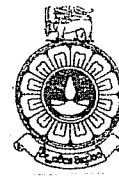THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF COMPUTER SCIENCE
B.Sc. DEGREE PROGRAMME 2016/2017
FINAL EXAMINATION
CPU3146: IT PROJECT MANAGEMENT
DURATION: TWO HOURS ONLY (2 HRS)

1·30pm – 3·30pm

Date: **04th August, 2017**   Time: ~~1.00 pm – 3.00 pm~~

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

Q1).

Organizations use projects to achieve their business goals.

i. The resources constraints force the organizations limit the projects they have identified. Briefly describe three (03) techniques organizations can use to select the most effective projects.

ii. Differentiate between the IT projects and the non-IT projects.

iii. Discuss the advantages of conducting a collection of projects as a program.

iv. A good project manager pays a vital role in managing projects. Identify three (03) main characteristics of a good project manager and briefly explain how those help in achieving the success of the projects.

Q2).

i. Although Bevin and his team completed a quality software product on time, the top management was disappointed with them because Bevin did not focus on managing all aspects of the project. He never provided them with accurate schedules or detailed plans of what was happening. Instead of performing the work of the project manager, Bevin had taken on the role of software integrator and troubleshooter. Bevin, however, did not understand the top management's concerns.

    a. What is the knowledge area of project management which has not been used to manage this project?

    b. As a student of IT project management course, how would you explain the top management's concerns to Bevin?

ii. Project charter is a vital document used in project management.

    a. List the contents of a project charter.

    b. Discuss how project managers can use it for effective project management.

iii. Assume there is a change in the list of requirements in a software project. Briefly explain how you are going to handle it as a project manager.

Q3).

   i.

      a. Why project scope management is very important for good project management?

      b. Name three documents which will be useful to a newly joined project manager to define the scope of the baseline of the project.

  ii. Briefly describe the concept of *scope creep* by using an example.

 iii. Discuss the significance of the critical path, free and total slack/float time for project management.

  iv.

      a. *"Project management sometime is carried out in phases to improve the control and quality"* Comment on the above statement.

      b. Fast tacking is a technique used to speed-up the project completion. What are the implications of the above concept on phases of the project?

Q4).

   i. Earned value management is a main technique used by project managers to measure the performance of a project. Briefly explain how project managers use it and apply for the project management.

  ii. *"Other than the triple constrained, quality is also considered as a constrain of a project."* Comment on this statement by using a proper definition of quality.

 iii. "Quality Assurance" and "Quality Control" are main processes in quality management.

      a. Explain how you may perform quality assurance in an IT project.

      b. Briefly describe the use of the fishbone diagrams for quality control by using a suitable example.

Q5).

   i. Discuss the processes you may have to use to make use of people efficiently within a project.

  ii. Organizations are faced with sever challenges created by the serial job-quitters.

      a. Name five (05) reasons for the job quitting.

      b. Is job quitting is a risk for an IT project? Why?

      c. Assume the workload of the resigned person is assigned to another person in the same project. What happens to the workload of that person? Explain a technique to resolve the aforementioned issue.

 iii. For communication planning stage, the stakeholder identification and analysis is vital. Give reasons to explain the above statement.

2/3

Q6).

i. After conducting a SWOT analysis, the project manager has determined that the business solution is worthwhile pursuing. The project manager is required to use agile development practices and there is no expertise within the company to perform agile development.

    a. Can this be identified as a risk?

    b. If so, what is the category of risk associated with the above question? As a student of IT project management course, discuss any recommendations you may provide to the project manager to overcome the issues.

ii. Describe the steps and techniques you may follow to acquire a goods or services for the project from outside of the organization.

iii.

    a. Is Fixed price contract is advantageous for a buyer? Why?

    b. Name <u>one</u> other type of contracts which can be used other than the fixed price contract.