

THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2016
PROJECT MANAGEMENT - MCP 2257

DURATION: THREE (03) HOURS



DATE : 23.07.2016

TIME : 1.30 pm – 4.30 pm

Instructions: (I) Answer any **FIVE (05)** Questions.
 (II) Answers should be legible.

1. In today's competitive world "getting it right the first time" is utmost important. Explain the nature of modern project management. Discuss how modern project management is important in today's competitive world. (20 marks)
2. Defining the interface between the project and the parent organization in terms of authority and allocation of resources is crucial.
 - (i) Explain how projects are managed within different types of organizational structures. (10 marks)
 - (ii) What is the role of a Human Resource manager in managing projects in a non-matrix type of organization structure? Explain. (10 marks)
3. Consider following series of activities for a project to develop a new Human Resource Information System (HRIS) for an organization.

Activity	Immediate Predecessors	Duration (Weeks)
A	-	4
B	-	6
C	-	2
D	A	5
E	C	2
F	A	7
G	D,B,E	4
H	G,F	3

- (i) Construct a project network diagram for the above. (05 marks)
 - (ii) Determine the critical path/s and the expected completion time of the project. (05 marks)
 - (iii) Assuming that you are the Human Resource manager of the above software development company, propose HR aspects which can assist in estimating activity duration accurately. (05 marks)
 - (iv) Assuming that you are a part of the project team (representing HR Department), consult your project team to plan to figure out how to handle any scheduled time changes. (05 marks)
- 4.
- (i) How a project manager should manage projects when he or she has to work in diverse organizational cultures. Explain your answer with appropriate answer. (10 marks)
 - (ii) Explain what actions a project manager might take to motivate his/her team towards achieving three main objectives of a project. (10 marks)
- 5.
- (i) "Conflicts are inevitable in projects." Do you agree with this statement? Explain. (10 marks)
 - (ii) All stages of the project life cycle appear to be characterized by conflicts. Describe various centers of conflicts in project management by taking examples. (10 marks)
- 6.
- (i) What is RACI matrix? Explain with suitable illustrations. (10 marks)
 - (ii) Explain the importance of RACI matrix in modern project management. (10 marks)
- 7.
- (i) "Human and political factors are the key to successful completion of projects." Discuss this statement using suitable examples. (10 marks)
 - (ii) Describe the role of top management in planning and implementing projects at turbulent socio-economic environment. (10 marks)