



THE OPEN UNIVERSITY OF SRI LANKA  
 MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT  
 FINAL EXAMINATION – 2017

PROJECT MANAGEMENT – MCP 2257

**Duration: Three (03) hours**

DATE: 09.07.2017

TIME: 9.30 am – 12.30pm

- Instructions: (I) Answer any **FIVE (05)** questions.  
 (II) All questions carry equal marks  
 (III) Handwriting should be legible.

1. (i) “Human Resource Management (HRM) is of key and strategic importance to a project-oriented organization.” Discuss key areas in which HR professionals can help in laying the foundation for excellence in project management. *(10 marks)*
- (ii) “The success of any project depends to a great extent on the Project Manager’s ability to lead and bring individuals from different backgrounds together to build a team that is cohesive and productive.” Elaborate this statement with suitable examples. *(10 marks)*
2. (i) With an aid of a suitable illustration describe the life cycle of a project in dimensions of (1) the degree of project completion; (2) required effort. What are the possible reasons that can change the typical shape of a project lifecycle? *(10 marks)*
- (ii) Suppose you are the HR manager of a project based organization. Describe how would you manage collaborative activities throughout the lifecycles of projects implemented by your organization. *(10 marks)*
3. (i) What are the challenges faced by contemporary organizations when they are dealing with multiple projects implemented simultaneously. Explain with examples. *(07 marks)*
- (ii) Explain why one should not always rely only on profitability models in project selection? *(07 marks)*
- (iii) In addition to commonly available selection criteria for projects, what factors might you suggest to narrow down the set of most desirable public sector projects? *(06 marks)*

4. Project team of “Quick Connect Telecom” has gathered information necessary to develop the project network for their new project. Following are the information of project activities, predecessor activities and activity times in weeks.

Activity	Duration (in weeks)	Immediate predecessor
A	7	-
B	6	A
C	9	B
D	7	C
E	3	C
F	8	D, E
G	4	F
H	9	F
I	9	G, H
J	7	I

- (i) Construct a project network diagram for the above project. *(05 marks)*
- (ii) Determine the critical path/s and expected completion time of the project. *(05 marks)*
- (iii) Why the knowledge of slack/float times is important to a project manager? *(05 marks)*
- (iv) Suppose that project manager of “Quick Connect Telecom” is considering to add more people to mitigate the critical path of the above project. As an expert in human resource management advise the project manager. *(05 marks)*
5. (i) Explain what is iterative scheduling? Describe how it is important in contemporary organizations? *(10 marks)*
- (ii) In what ways work breakdown structures used as a key document to monitor and control a project? Explain using suitable examples. *(10 marks)*
6. (i) Describe the types of possible conflicts that may arise during the project conception, implementation, and phase-out stages. *(07 marks)*
- (ii) Discuss the Project Manager’s responsibility towards conflict management. *(07 marks)*
- (iii) “Many project conflicts are the result of different parties having different interests.” Describe the possibility to achieve a win-win situation in such environments? *(06 marks)*
7. (i) What major information would you expect to find in a post evaluation of a project? Explain with examples. *(10 marks)*
- (ii) Highlighting at least four key points, explain why it is important to conduct effective project closeout. *(10 marks)*