THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION
FINAL EXAMINATION – DECEMBER 2009
MCP 2602 — PROJECT MANAGEMENT
DURATION : THREE (03) HOURS

Date : 10TH DECEMBER 2009 **Time : 9.30 a.m – 12.30 p.m**

*Candidate shall answer Questions 1 and any other Four questions (Total **Five (05)** questions)*

Question 1

Answer any **Four** of the following part.

a) What are the characteristics of a Project? Explain briefly.

(7 Marks)

b) Briefly explain what you understand on project parameters and show how they are in relationship with each other.

(7 Marks)

c) Project management is a coordinated effort towards managing interrelated processes of a project. Name and briefly explain the five Process Groups in the project management processes (you may use diagrammatic explanation).

(7 Marks)

d) Briefly describe any three (03) Methods of Estimating the Activity Duration.

(7 Marks)

e) When the expected completion time of the project is exceeded the desired time, the project duration could be reduced using compression techniques like crashing. What are the types of activities that can be considered for crashing?

(7 Marks)

Question 2

a) "*The process of project cost management requires proper planning & implementation at every stage of the project, if the project is to be a success*". Discuss the statement.

(6 Marks)

b) Explain briefly the three methods in Project Cost Estimating used in project Management.

(6 Marks)

c) What are the factors that cause the Cost Overruns in projects? Describe briefly.

(6 Marks)

Question 3

a) The cost of quality could be the sum of the cost of conformance plus the cost of nonconformance. Clarify this statement by giving relevant costs involved in each category. (6 Marks)

b) It is the Project Manager's responsibility to ensure that the project attains the desired level of quality. Quality cannot be ensured through continuous inspection alone and it can be only achieved with the help of proper planning. You as a Project Manager explain how can you achieve the above goal? (6 Marks)

c) Explain briefly the processes in Project Quality Management. (6 Marks)

Question 4

a) Figure Q4 shows the ability of the stakeholders to influence the final characteristics of a project's product and the final cost of the project. You as an expert in Project Management, analyze and explain the curves in relation to Project Life Cycle. (6 Marks)

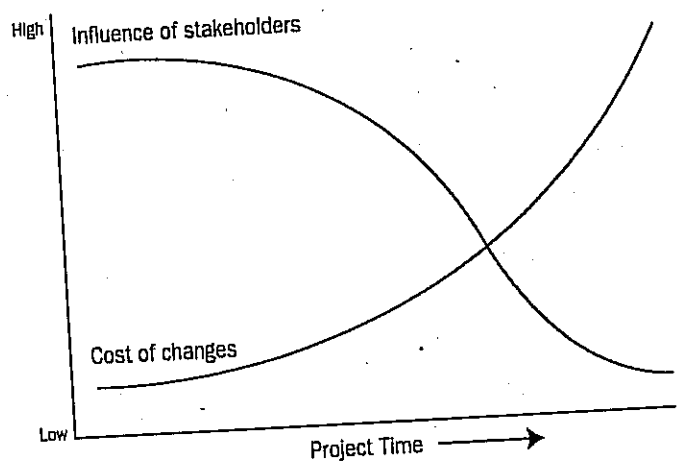


Figure Q4

b) Discuss the statement: "*Failing to define what is not part of the project*" is just as important as "*failing to define what is part of the project*" (6 Marks)

c) In the context of a project, differentiate between Product scope and Project scope. (6 Marks)

Question 5

a) "The objectives of Project Risk Management are to increase the probability and impact of positive events, and decrease the probability and impact of events adverse to the project." As an expert in the project management, comment on this statement.

(6 Marks)

b) Assuming you as a Project Manager, how would you systematically carryout the Project Risk Management? Briefly explain the processes involved in the Project Risk Management.

(6 Marks)

c) What are the types of Risks which can generally affect in any projects? Explain briefly.

(6 Marks)

Question 6

a) Project Communications Management is the Knowledge Area that employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. Describe the processes involved in the Project Communications Management.

(8 Marks)

b) Different types of contracts are more or less appropriate for different types of Procurement of goods and services necessary for the project. The type of contract used and the specific contract terms and conditions set the degree of risk being assumed by both the buyer and seller.

What are the major categories of contract practiced in procurement in projects? Discuss their merits and demerits for different situations / scenarios.

(10 Marks)

Question 7

a) Using the fundamentals studied in the Activity-On-Arrow (AOA) method; construct the network diagram for the project given below.

(10 Marks)

Activity	Description	Preceding Activity	Duration (days)
A	Application approval	None	5
B	Construction Plans	A	15
C	Traffic Study	A	10
D	Service availability check	A	5
E	Staff report	B, C	15
F	Approval	B, C, D	10
G	Construction	F	170
H	Occupancy	E, G	35

OPEN UNIVERSITY OF SRI LANKA LIBRARY

b) Compute Early, Late and Slack times and determine the estimated project duration and identify the Critical Path.

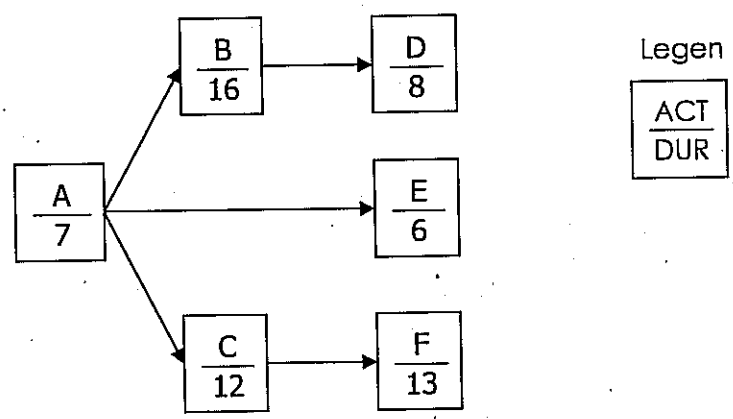
(8 Marks)

Question 8

Given the data and information that follow, compute the slope and maximum reduction time for each activity and the total direct cost for durations (in weeks) 32, 31, 30, 29, 28 and 27. Assume indirect cost (in Rs. Thousands) of 170, 150, 129, 122, 118 and 110 respectively, for each listed duration. What are the optimum project duration and cost?

Activity ID	Slope	Maximum Crash Time	Direct Cost			
			Normal		Crash	
			Duration	Cost	Duration	Cost
A			7	50	5	70
B			16	14	15	20
C			12	4	10	12
D			8	21	7	30
F			6	10	3	19
F			13	22	12	30

(All costs are in Rs. Thousands & Duration in Weeks).



(18 Marks)

-All rights reserved-

0128

027

THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALH EXECUTIVE MASTER OF BUSINESS ADMINISTATION/PUBLIC ADMINISTRATION PROGRAMME
FINAL EXAMINATION – 2009
MCP 2698 – RESEARCH METHODOLOGY
DURATION: THREE (3)) HOURS

DATE : 2009 .12. 13 **TIME: 9.30am – 12.30pm**

IMPORTANT INSTRUCTIONS:

- ***Answer all questions given at the end of the case study in part 1** and **any three (03)** questions from those given **in part 2.***
- Each answer must state clearly the question number assigned to it.
- Answers to questions in part 1 should be separated from answers to questions appearing in part 2.
- Marks will be deducted for illegible handwriting.

Part 1: Case Study

The ABC Bank

Nalin Perera, the HRD manager of ABC Bank returned to his office in late morning after attending a senior management meeting chaired by the CEO of the bank. Perera was worried when the CEO referred to the training budget of the bank as an investment which had failed to bring tangible results compared with the investment in enhancement of the bank's management information system. A remark made by the CEO at the meeting went deep in to Perera's heart. "Investment in training is a waste when you count the number of employees who have left this bank after being trained". Perera felt that the CEO's remark was unfair as there was a considerable number of employees who continued to serve the bank with dedication after having gone through in-service training.

It was a cause for disappointment for Perera as the CEO and the DGM/ Operations, who were looking for measures of cost reduction, considered that a cut in the training budget was a necessary step to deal with the effects of the recent economic recession. Perera wished he had concrete information to show how employee productivity in the bank has increased due to training. However, as he did not have the required information at hand, Perera did not wish to express serious disagreement with the top management against a possible cut in the training budget. He thought it was necessary to prepare a memo to the CEO incorporating convincing information about the link between employee training and performance.

As Mr. Perera returned to the office, his secretary reminded him that an appointment had been given by him to a junior banking executive named Ms. Anoma Navaratne at 10.00 a.m. and that she has already arrived. Mr. Perera paused for a while and said, "Please send her to my office in another 10 minutes". Perera accessed the employee database to

check the background of this particular banking executive. He found that Ms. Anoma Navaratne had joined the ABC bank five years ago and had earned her promotion to the junior executive grade two year back. Since being promoted, Anoma has successfully completed the junior executive training course and has maintained a good performance record as well.

The purpose of Anoma's meeting with the manager HRD was to convey her intention to leave the bank as she has enrolled herself in the MBA programme of the Colombo University. When Mr. Perera queried as to why she think that she had to leave the bank in order to do an MBA, Anoma said, "It is difficult to concentrate on both my job as well as a demanding MBA programme. I also have a two year old kid who needs my attention". Perera did not want to lose a good worker like Anoma, so he asked, "What if we make arrangements to transfer you to a division where you will have a little more free time to do higher studies? Anoma's reply to this suggestion made Mr. Perera to look at another dimension of the problem. Anoma said, "Mr. Perera, managers of this bank are pressurized to produce results. So, there is no way that one can spend much time on higher studies while at work. It is the job and job alone that matters". Perera realized that if the bank failed to help the employees to accomplish their career expectations, it would be difficult to prevent the good workers from leaving the bank.

Mr. Perera was facing a dilemma. On the one hand the thinking of the top management did not appear to be favorable towards making further investments in employee training and development. On the other, it was becoming increasingly difficult to retain the trained staff due to various reasons including limited prospects for career advancement. Perera recalled that during the last two years the ABC bank had achieved a considerable growth in performance by motivating the employees through extrinsic rewards including variable pay linked to individual performance. However, Perera was convinced that monetary rewards alone would not be adequate to sustain a high level of motivation and commitment among the staff.

1. Based on the information given in the above case, state the research problem which you propose to investigate (05 marks).

2. State your primary research question and subsidiary research questions if any, in order to focus your inquiry (05 marks).

3. In the light of prior research and theoretical developments pertaining to the research problem, develop a conceptual framework highlighting your argument on causality of the problem (10 marks).

4. Formulate a hypothesis that can be tested for empirical verification of your argument presented in the conceptual model and operationally define the variables included in your hypothesis (10 marks).

5. Suggest an appropriate methodology for collecting data giving due emphasis to reliability and validity of the findings, and state what type of measurement techniques you intend to apply for testing the hypothesis (10 marks)

Part 2

6. "Research is the process of systematically obtaining accurate answers to significant and pertinent questions by the use of the scientific method of gathering and interpreting information" Elaborate this statement drawing examples from your MBA research project (20 marks)

7. What do you mean by inductive research paradigm? Discuss advantages and disadvantages of the inductive approach in researching management issues (20 marks)

8. Explain how a good research design can help a researcher in building confidence in the validity and reliability of the findings and conclusions of a research. Use illustrative examples to support your answer (20 marks)

9. Measurement of relationship between variables through application of certain statistical techniques is sometimes criticized for limited capacity of such techniques to grasp the reality. Illustrate this point with an example and show how the method of triangulation can help a researcher in minimizing this limitation (20 marks)

10. Briefly introduce the questionnaire survey and in-depth interview methods of data collection and show how one of those methods can be applied effectively to collect data for testing the hypothesis you have stated in your answer to question No. 4 (20 marks)

--Copy rights reserved--