THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION PROGRAMME
FINAL EXAMINATION 2012
MCP2602 – PROJECT MANAGEMENT
DURATION THREE (03) HOURS

DATE: 28TH FEBRUARY 2012 **TIME: 1.30pm to 04.30pm**

- **Answer Question 1 (Compulsory) and any 4 from others.**
- **Total 5 questions to be answered out of 7 questions.**
- **Use of a non programmable calculator is allowed.**

Question 1

a) Project Scope describes "all the work required and only the work required " to complete a project successfully. Describe the process of planning project scope with a suitable example. **(10 Marks)**

b) It's not only the scope planning make a project successful. Project Managers plan across nine knowledge areas according to global project management standards. Briefly discuss the nine knowledge areas to demonstrate your understanding in project management body of knowledge. **(10 Marks)**

Question 2

a) Every project goes through a similar process from inception to conclusion. Explain the complete project management process with examples. **(08 Marks)**

b) Projects are initiated due to strategic reasons; market demand, legal, technical or economic requirement or many other reasons. Explain the world's best practices used in formalizing a project initiation. **(04 Marks)**

c) "WBS provides the basis of project planning."
What is WBS? Explain how WBS becomes an input to all aspects of project planning. **(08 Marks)**

Question 3

"Cost overrun and behind schedule conditions are still common characteristics in failing projects. Project Managers are responsible to develop proper estimates, the budget and control cost throughout the projects to avoid cost overruns."

a) Discuss the tools which help Project Managers to estimate Cost and develop project budget. **(05 marks)**

b) Earned Value Technique provides the basis for decision making in projects, help with forecasting. In an earned value analysis, what do you understand by?

- EV
- PV
- CV
- SV
- AC

(05 marks)

c) If the result of an earned value calculation has a negative schedule variance, what does that mean? How do you calculate Schedule Variance? **(05 marks)**

d) If EV (Budgeted Cost of the work performed) is USD 8,000 and AC is USD 7,000/-, what will be the Cost Variance? What does the result explain? Is the project over budget or under budget? **(05 marks)**

Question 4

a) "Every project is unique and temporary." Discuss. **(10 Marks)**

b) Projects are built on so many assumptions. Select a suitable project and detail the assumptions you might make in planning the selected project. **(05 Marks)**

c) What are the main constraints limiting project managers options during the planning? Why constraints make projects challenging? **(05 marks)**

Question 5

a) What do you identify as a Project Risk? Explain. **(05 marks)**

b) Discuss the importance of project risk Management. **(05 marks)**

c) Discuss the Project Risk Planning and Management process using examples. You may use one project as an example and detail the complete project risk management process. **(10 Marks)**

Question 6

a) Describe the process you would use in developing a project schedule. **(08 Marks)**

b) "Critical path in a project schedule help you determine the shortest time it takes to deliver your project." Do you agree with this statement? Explain. **(04 Marks)**

c) Using following data construct a schedule network diagram and calculate the critical path.

Activity	Duration (weeks)	Predecessor
A	2	-
B	4	A
C	2	A
D	5	C
E	2	B
F	3	A,C
G	3	D,E,F

(08 Marks)

Question 7

Project Managers usually have the required technical skills needed to manage their projects; however they can still improve on their management and interpersonal skills.

a) "Project Communication takes 30% of project managers' time." Discuss the importance of communication in projects. **(05 marks)**

b) "Project Managers spend most of their time in managing conflicts." What are the strategies used in conflict management? Which strategies provide a win-win solution and solve the problem? **(10 marks)**

c) List the soft skills / interpersonal skills other than those discussed in (a) and (b) above project managers should have.

(05 marks)

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