THE OPEN UNIVERSITY OF SRI LANKA
THE COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION
FINAL EXAMINATION – 2016
PROJECT MANAGEMENT - MCP 2602

DURATION: THREE (03) HOURS

DATE : 15.07.2016	**TIME : 1.30 pm – 4.30 pm**

Instructions: Answer any **FIVE (05)** Questions.

1. "The extreme pressure from many forces in our contemporary society has changed the direction of which project management developed in recent past." Discuss these trends in modern project management by taking suitable examples. (20 marks)

2. (i) Explain why the proper choice of projects to invest is highly crucial for the long-run survival of a business. (10 marks)

   (i) Why should an organization not rely on profitability models to select projects? Discuss highlighting different types of models that can be used to select projects. (10 marks)

3. (i) What are the relative advantages and disadvantages of functional, matrix and dedicated team approaches to managing projects? Explain. (12 marks)
   (ii) Explain major considerations for choosing the right management structure for a project. (08 marks)

4. Miracle Solutions PLC, a software development company, is planning to commence a new project for developing a software for material planning to a client organization. Following information are provided.

Task	**Description**	**Duration (Working Days)**	**Predecessor/s**
A	Need Analysis	5	-
B	Systems Design	15	A
C	Programming	25	B
D	Telecoms	15	B
E	Hardware Installation	30	B
F	Integration	10	C,D
G	System Testing	10	E,F
H	Training	5	G
I	Handover	5	H

You are required to;

(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) What tasks are non-critical? Identify floats/slack time on each of these non-critical activities. (05 marks)
(iv) Explain how a project manger can use the above information (Critical Path and floats) in analyzing complex projects. (05 marks)

5. Discuss the major sources of conflicts that a project manager has to handle during each stage of a project life cycle. How do the negotiation skills of project manger help in this process? Explain. (20 marks)

6. (i) "Project risk can be eliminated if the project is carefully planned." Do you agree with this statement? Critically examine this statement. (10 marks)

(ii) Explain how contingency planning is important in project management. (10 marks)

7. (i) Discuss different ways and circumstances that lead to termination of projects before their planned completion . (08 marks)

(iii) "Human and political factors matter to a greater extend in the success or failure of projects." Discuss. (12 marks)

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