THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION
FINAL EXAMINATION – 2017
MCP2602– PROJECT MANAGEMENT
DURATION: THREE (03) HOURS

Date: 16.07.2017	**Time: 9.30 am – 12.30 pm**

Answer any FIVE (05) questions.
Your answers should be methodical and clear.
This paper contains 7 questions.

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1. (i) "Today the emphasis is on development of more integrative approach to project management." Explain what is meant by an integrative approach to project management. Describe why this approach is important in today's environment. *(10 marks)*

   (ii) Describe the project management triangle (triple constraint). As a project manager explain how you use it in your activities. *(10 marks)*

2. (i) Describe the three different types of projects which are typically represented in a project portfolio of a business organization. *(06 marks)*

   (ii) Explain what impact can this classification (described above) have on project selection? *(07 marks)*

   (iii) Do you think that there are certain types of projects that are better suited for nonnumeric selection methods as opposed to numeric ones? Explain your answer with suitable examples. *(07 marks)*

3. (i) "The purpose of a feasibility study is to identify any "make or break" issues that would prevent your project from being successful in marketplace." Elaborate this statement highlighting different internal and external dimensions of a project. *(10 marks)*

   (ii) In your opinion, what percentage of the total project effort should be devoted to planning? Explain reasons for your answer. *(10 marks)*

4. (i) Explain the project scope management process. What are the key deliverables at the end of each step? *(10 marks)*

   (ii) What is scope creep in project management?
   Suppose you are a project manager of a construction firm. Propose suitable guidelines to successfully control the scope of your project. *(10 marks)*

5. Project team of NesDis software solutions 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 weeks	Immediate predecessor
A	2	-
B	4	A
C	5	B
D	4	B
E	8	B
F	2	C, D
G	3	F
H	3	G
I	2	G
J	4	H, I
K	2	E, J

(i) Construct a project network diagram for the above project. *(05 marks)*

(ii) Compute activity slack/float times. *(05 marks)*

(iii) Determine the critical path/s and the expected completion time of the project. *(05 marks)*

(iv) "Effort in reducing the project duration increases the risk of being late". Explain. *(05 marks)*

6. (i) Why do you think that accurate estimates of both cost and time are crucial to effective project management? Explain. *(10 marks)*

(ii) Differentiate between 'three point cost estimate' and 'bottom-up cost estimate' approaches? Under what conditions would you prefer one over the other? *(10 marks)*

7. (i) "It is important to learn from the mistakes and successes of your projects." Outline how you would progressively closeout your project. *(10 marks)*

(ii) "Economic and political environmental factors are of high importance in successful completion of public sector projects". Discuss this statement with suitable examples. *(10 marks)*

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