

EASTERN UNIVERSITY SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
FINAL YEAR FIRST SEMESTER EXAMINATION IN BACHELOR OF BUSINESS
ADMINISTRATION– 2018/2019 (PROPER/REPEAT)

(August - 2020)

MGT 4023 Project Management

Answer all five Questions

Time: 3 hours

Q1.

- a) *“Changes occur for several reasons that have nothing to do with the ability or foresight of the customer or the project manager.”*

Based on the above statement, explain the constraint that operates on every project using the “Scope Triangle” to handle the changes in project.

(Marks 06)

- b) *“In the field of project management, failures are seen more often than successes.”*

Based on the above statement, identify and explain the common causes of project failure.

(Marks 08)

- c) *“Developing the work breakdown structure (WBS) is the most critical part of the Project. If we do this part right, the rest is comparatively easy. How do you know that you’ve done this right? Each activity must possess characteristics to be considered complete.”*

Based on the above statement, explain the Criteria used to test the completeness in the work breakdown structure.

(Marks 06)

(Total 20 Marks)

Q2.

- a) *“The duration of a project is the elapsed time in business working days, including weekends, holidays, or other non-work days. Duration and work effort are not the same thing.”*

Based on the above statement, explain the various methods used for estimating activity duration of projects.

(Marks)

- b) *“In most cases the resources you will have to schedule are people resources. They are also the most difficult type of resource to schedule.”*

Based on the above statement, explain how the tools that can be used to schedule people resources to projects.

(Marks)

- c) *“Estimation of cost is an important part of project management, no matter how well you estimate cost, it is always an estimate.”*

Based on the above statement, explain the types of estimates that are common in project management.

(Marks)

(Total 20 Marks)

- Q3. a) *“Several of the motivators relating to the job are directly controlled or influenced by actions and behaviours of the project manager.”*

Based on the above statement list and explain the motivators relating to the job that are directly controlled or influenced by actions and behaviours of the project manager.

(Marks)

- b) *“Project managers are the leaders of the projects. They are responsible for completing the project on time, within budget, and according to specification.”*

Based on the above statement list and explain the general skills a potential project manager should have in managing projects.

(Marks)

- c) *“The core team members typically have a major role to play in the project and bring a skill set that has broad applicability across the range of work undertaken in the project.”*

Based on the above statement identify and explain the characteristics that are considered important for the core team members.

(Marks 08)

(Total 20 Marks)

Q4.

- a) *“Once project work is underway, you want to make sure that it proceeds according to the plan. To do this, you need to establish a reporting system that keeps you informed of many variables that describe how the project is proceeding as compared to the plan.”*

Based on the above statement explain the types of project status reports used by the project manager to track progress.

(Marks 08)

- b) *“Variance reports are of particular importance to management. They are simple and intuitive, and they give managers an excellent tool by which to quickly assess the health of a project.”*

Based on the above statement, explain the reasons to measure duration and cost variances in managing projects.

(Marks 06)

- c) *“Early detection of out-of-control situations is important. The longer we have to wait to discover a problem, the longer it will take for our solution to bring the project back to a stable condition.”*

Based on the above statement, explain “What Information and How to, Update in monitoring and controlling project progress.

(Marks 06)

(Total 20 Marks)