

THE OPEN UNIVERSITY OF SRI LANKA  
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS ADMINISTRATION/  
MASTER OF PUBLIC ADMINISTRATION  
FINAL EXAMINATION 2024

**PROJECT MANAGEMENT - AFPA302**

Duration – Three (03) hours



**Date: 17.08.2024**

**Time: 9.30 am – 12.30 pm**

**Instructions:** (I) Answer any **FIVE (05)** questions.  
(II) Substantiate your answer with practical examples, if any.

- [1] i. What are the driving factors leading to increased use of 'Project management' in modern organizations? *(07 marks)*
- ii. What are the key characteristics of a Project? How may of these characteristics create major project management challenges? *(07 marks)*
- iii. How project Management helps in streamlining activities of a project? Describe. *(06 marks)*
- [2] i. Taking project completion level (percentage) to the Y axis and time of completion to the X axis, draw the project life cycle. Name its stages. *(04 marks)*
- ii. In which stage of the project life cycle drawn above, the overall project risk is the highest? Explain with a suitable example. *(08 marks)*
- iii. In which stage/s of the project life cycle the time is an important consideration? Justify your answer with suitable examples. *(08 marks)*
- [3] i. 'An effective project portfolio management is crucial in today's dynamic and competitive organizations.' Comment. *(07 marks)*
- ii. What is the risk of selecting projects based only on numeric models? Explain. *(06 marks)*
- iii. Explain the relative advantages of weighted scoring models in selecting projects? *(07 marks)*
- [4] i. What are the main cost estimation methods in project management? Describe each method. *(08 marks)*
- ii. What is Earned Value Analysis (EVA)? What are the objectives of EVA? *(06 marks)*
- iii. What are the possible sources of conflicts that can arise at the project execution stage? *(06 marks)*

[5] The table below provides the scheduling data of a construction project.

Activity	Immediate predecessors	Activity duration
A	-	2
B	-	9
C	-	4
D	A	5
E	D	8
F	E	3
G	B	4
H	G, I	11
I	C	5
J	C	7
K	J	5

- i. By using the 'Activity on node' method, construct the project network diagram for the above project. *(04 marks)*
- ii. Calculate the earliest start time, earliest finish time, latest start time and latest finish time for each of the activity of the network. *(08 marks)*
- iii. Calculate the float/slack time of each activity and determine the critical path/s. *(04 marks)*
- iv. "Effort of reducing the project duration increases the risk of being delay the project" Critically evaluate this statement. *(04 marks)*

- [6]
- i. The project team clearly specifies the 'project scope' during planning. A senior engineer contacts the project manager during project execution to propose a more straight forward and effective design that could help the project. What positive and negative effects on the project objective can be associated with these changes? *(10 marks)*
  - ii. 'It is useful to perceive the control process as a "closed-loop" system, revised plans and schedules (if wanted) following corrective actions.' Discuss this statement. *(10 marks)*

- [7]
- i. What are the determinants of successful project completion. Explain with justifications. *(10 marks)*
  - ii. Why a "lessons learned data bank" is more relevant and necessary today than in the past. Justify your answer. *(10 marks)*