



THE OPEN UNIVERSITY OF SRI LANKA  
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT  
FINAL EXAMINATION 2024

**PROJECT MANAGEMENT - AFPA347**

Duration – Three (03) hours

**Date: 28.07.2024**

**Time: 1.30 pm – 4.30 pm**

**Instructions:** (I) Answer any **FIVE (05)** questions.  
(II) All questions carry equal marks

- [1] I Define project management? Briefly describe the project management framework, objectives, knowledge areas, tools and techniques, and project success factors. (12 marks)
- II What is 'integrated project management'? Explain your answer. (08 marks)
- [2] I "Project managers has to work in diverse organizational cultures." Explain how a project manager should manage projects in these diverse cultures. (10 marks)
- II Explain the role of human resources management in creating a project driven culture in an organization. (10 marks)
- [3] I What are the relative advantages and disadvantages of functional, matrix and dedicated team types of organizational structures in managing projects? (10 marks)
- II Suppose you are the manager of a virtual project of which the team members are from different countries. What strategies you would apply to bring this project to a successful end? Explain your answer using a hypothetical example. (10 marks)

- [4] I By taking suitable examples explain 4 different types of non-numeric project selection models. *(08 marks)*
- II Why **shouldn't** businesses choose their projects solely based on numerical models? What other qualitative factors would you recommend to use in project selection in addition to numerical models? *(12 marks)*
- [5] I "For a project driven organization, human resource management is crucial and strategically significant." Explain how human resource professionals can contribute the founding of excellent project management. *(10 marks)*
- II "The success of a project is mostly determined by the team's productivity and togetherness." Provide a plan that incorporates different strategies that a human resource manager can implement to enhance team cohesion and productivity. *(10 marks)*
- [6] I Describe the project management triangle. As a project manager, how you use it in managing projects. Describe. *(08 marks)*
- II Using an illustration, describe project life cycle. As a Human Resource manager how would you manage collaborative activities throughout the life cycle of projects implemented by your organization. *(12 marks)*