



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY MANAGEMENT & FINANCE

Bachelor of Business Administration (Accounting) Special Degree Programme

Level II - Semester VI Examination – December 2018

ACT 2208 – Project Management

Two (02) Hours

Answer Any Four (04) Questions

1. i 'Project Management Body of Knowledge - 4.0' offered an evolved model with six (06) factors to be monitored and managed in projects, illustrated as a 6 pointed Star.
 - a) Distinguish between 'Iron Triangle' and 'Project Management Star'
(05 Marks)
 - b) Explain the 'Three (03) key constraints in Project Management' with appropriate examples.
(06 Marks)
 - ii. Define the two (02) main types of numerical models used for project selection, and evaluate each based on their pros and cons.
(06 Marks)
 - iii. Briefly describe the 'Project Initiation Phase' and explain how it gives a better start to a project.
(08 Marks)
- (Total 25 marks)**
2. i A. K. Munns and B. F. Bjeirmi in their article "*The role of project management in achieving success*", in the *International Journal of Project Management*, 14(02), pp. 81-87, conclude that "successful project management techniques will contribute to the achievement of projects, but project management will not stop a project from failing to

succeed. The right project will succeed almost without the success of project management, but successful project management could enhance its success. Selecting the right project at the outset and screening out potentially unsuccessful projects will be more important to ensuring total project success.”

Do you agree with their conclusion? Give reasons for your answer.

(15 Marks)

- ii. Blankets Inc. is upgrading its order processing system. You are assigned to manage the project, which includes six months of software development and two weeks of training. Describe the evaluations you plan to perform for the project. For each, consider the quality of work team performance and project status.

(10 Marks)

(Total 25 marks)

3. i Project Simulation is an important technique for planning projects. Using a comprehensive example, illustrate how project simulation could work as an effective planning tool.

(10 Marks)

- ii. Scope planning is essential for any successful project.

a. Distinguish between Scope planning and Scope management.

(03 Marks)

b. Briefly describe four (04) techniques which can be used to collect requirements from stakeholders.

(06 Marks)

c. Explain how the Work Breakdown Structure of a project will be developed and its usefulness in managing a project.

(06 Marks)

(Total 25 marks)

4. i Explain three (03) risk response strategies each for threats and opportunities with suitable examples.

(09 Marks)

ii. Illustrate the concept of 'cost of quality', which is a widespread tool used for project quality planning.

(06 Marks)

iii. Explain the project control process with an example.

(10 Marks)

(Total 25 marks)

5. i Given below are the details of activities and activity durations relating to Project EXTREME.

Activities	Expected Time (in days)	Following Activity/s
A	4	D, E
B	5	E
C	6	F
D	8	H
E	3	K
F	7	K, G
H	11	I, J
K	4	M
G	8	M
I	9	M
J	4	M
M	6	---

You are required to draw an 'Activity on Node' diagram for the above details, and answer the following questions:

a. How long will it take to complete Project EXTREME?

b. What is the Critical Path of the above project schedule?

c. How many days can 'Activity E' be delayed without delaying the project finish day?

- d. How many days can 'Activity F' be delayed without delaying the project finish day?
- e. How many days can 'Activity E' be delayed without delaying 'Activity K'?
- f. How many days can 'Activity H' be delayed without delaying the project finish day?

(13 Marks)

- ii. Briefly explain any five (05) techniques that can be employed in estimating Project Cost.

(06 Marks)

- iii. Describe the 'Five- step Team Development Model' which can be used in Project Execution.

(06 Marks)

(Total 25 marks)
