



Eastern University, Sri Lanka
Faculty of Commerce & Management
Third Year Second Semester Examination in Bachelor of Business Administration/
Specialization in Human Resource Management/Marketing
2013/14 (Sep/Oct. 2016)
(Proper/Repeat)
MOC 3092 Project Planning

Answer all (4) Questions

Time: Two Hours

Q1. Read the case study and answer the questions given below.

Transforming Dublin Airport Programme

The Transforming Dublin Airport Programme is India's biggest ever infrastructure project, with more than 130 projects in a portfolio ranging in value from Rs. 1 million to Rs. 609 million. The Dublin Airport Authority (DAA) commissioned Turner and Townsend to provide the full range of management services for the transformation programme within an integrated team. The projects varied from the delivery of roads, aircraft aprons and taxiways, expansion of existing Terminal 01 capacity, new passenger pier, car hire and car parking facilities to the attraction of the development programme.

The key goal for the programme was to transform Dublin Airport through a major capital investment programme comprising a series of projects. These needed to be delivered safely and economically, while the airport remained fully operational, and without any disruption to airport customers. At the outset, Turner and Townsend set out detailed programme objectives that would enable the programme team to deliver against this goal.

Turner and Townsend's appointment as programme management provider within an integrated team included providing a number of key individuals to manage the delivery of the programme and the establishment of a programme office, operating as the single point of control for information flow. In the initial stages of the commission Turner and Townsend put in place a series of processes and procedures that were applied to every aspect of the development programme. From the outset, there were big challenges facing the programme management team. First, there was the sheer scale of the job of transforming Dublin Airport. Second was the need to ensure that the airport stayed in full operation while work progressed and that key matters such as safety and passenger wellbeing were not compromised. Both these factors demanded a rigorous programme framework, along with the processes and procedures needed to keep each component project on track.

Turner and Townsend understood that the success of this programme, would depend on people and their ability to work successfully as a team. At the outset the focus of the leadership team was on the successful integration of Turner & Townsend staff with the existing DAA employees. The leadership worked tirelessly to ensure that cultural and professional barriers were broken down and the team began to work seamlessly together. The organisation was developed around objectives and everyone within the team had a job profile and clarity on their part they would play in delivery. The message was reinforced through personal targets linked to delivery, quarterly performance updates presented by the team and a series of team building and social events that the team embraced enthusiastically. Communications between the leaders and team members were also central to integration. Leaders kept their teams updated on progress and what lay ahead, and at the same time ensured that everyone had the opportunity to make suggestions that could be rolled out through the programme.

Turner and Townsend successfully met the needs of the client by implementing a project management approach. This has resulted in the transformation of Dublin Airport into a Century Gateway to India on time and within budget. The transformation programme increased the airport's annual passenger capacity from 18 million to 32 million passengers, and customer experience has been enhanced by the introduction of new facilities and new revenue generating opportunities.

Questions:

- i. Define the terms '**Project**' and '**Project Planning**'. (04)
- ii. Identify the **key problem** in this case study? (04)
- iii. List out the **needs and demands** of above project. (06)
- iv. Classify the **inputs, outputs, constraints and mechanisms** of the above project. (06)
- v. Distinguish between the **project management** and the **line management functions**. (06)
- vi. Critically **evaluate the performance** of above project. (06)

(Total 36)

- Q2. a) Differentiate the terms “**Project Activation**” and “**Project Operation**”. And what **approaches** would be used by the project organizations to **implement the projects**?
(05 Marks)
- b) Why is the use of a **work breakdown structure** important to the project manager?
(06 Marks)
- c) Briefly explain the **role of Project manager** in a project organization.
(06 Marks)
- d) How might the **Project Manager integrate the various control mechanism** into a project control system?
(07 Marks)

(Total 24 Marks)

- Q3. a) Who are the **major stakeholders** in community based projects and how **project manager would ensure** for the **stakeholders’ corporation** in those projects?
(06 Marks)
- b) List out the **risks** that would be appeared in Project Planning Process and what are the **coping strategies** that would be initiated to manage the project risks?
(07 Marks)
- c) List and briefly explain the **7 S concept** in Project Management process.
(07 Marks)

(Total 20 Marks)

- Q4. a) Write **short notes** on following

- i. PRINCE 2
- ii. Project Charter
- iii. Project Management Plan

(05 x 03 Marks = 15 Marks)

- b) Analyze the **Internal and External factors** that would lead to **success or failure of the projects** in Sri Lankan context.

(08 Marks)

(Total 23 Marks)