

EASTERN UNIVERSITY SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
FINAL YEAR FIRST SEMESTER EXAMINATION IN BACHELOR OF BUSINESS
ADMINISTRATION- 2016/2017 (PROPER/REPEAT) (DECEMBER- 2018)

MGT 4023 Project Management

Answer all five Questions

Time: 3 hours

Q1.

- a) *“Change is constant phenomena in projects. To expect otherwise is simply unrealistic. 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 use of “Scope Triangle” to handle the changes in project.

(Marks 06)

- b) Identify and explain the different type of creeps that the project team uses to achieve project success when there are changes in the environment that are relevant to the particular project.

(Marks 05)

- c) *“The Work Breakdown Structure (WBS) is a hierarchical description of the work that must be done to complete the project as defined in the Project Overview Statement (POS).”*

Based on the above statement, explain the use of “work breakdown structure (WBS)”, for achieving project success.

(Marks 04)

- d) *“Participatory rural appraisal (PRA) is an approach (and family of methodologies) for shared learning between local people and outsiders to enable development practitioners, government officials, and local people to plan together appropriate interventions.”*

In view of the above statement identify and explain the usage of various tools in the PRA process.

(Marks 07)

(Total 22 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 are not the same thing."*

Identify and explain the causes of variation in the actual activity duration

(Marks

- b) *"Activity duration is a random variable. Estimates of activity duration will be subject to the vagaries of nature and other unforeseen events."*

Based on the above statement, explain how the various Methods for Estimating Activity Duration been used by project team to estimate activity duration of project

(Marks

- c) *"People are the most difficult type of resource to schedule because we plan project by specifying the types of skills we need, when we need them, and in what amounts."*

Based on the above statement, explain the tools you can use to help to schedule people for the project activities.

(Marks

(Total 20 Marks

- Q3 a) *"The manager has some amount of control over the motivators relating to the job. Some 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) *"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 on the project."*

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

(Marks

(Total 18 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 important characteristics a reporting system should have.

(Marks 05)

- b) *“The Logical Framework is a tool to help strengthen project design, implementation and evaluation. This means that you use it throughout the project cycle and it is now a requirement as part of its project preparation procedures.”*

Based on the above requirement, develop a logical framework matrix for “Improving the status quo of a selected Village or Organization of your choice.

(Marks 10)

- c) *“Closing the project is routine once we have the customer’s approval of the deliverables and all completed projects has to pass through this stage.”*

Based on the above statement list and explain the steps followed in closing the project:

(Marks 05)

(Total 20 Marks)

Q5 BACKGROUND

The Liberty Cinema is a privately owned theatre on the centre of a capital city. The seating capacity of the theatre is 600 people: 300 downstairs in the stalls and 300 upstairs in the circle.

All artistic decisions are based on the recommendations of Liberty’s fulltime Artistic Director, in consultation with the owner and a small committee which includes representatives from local councils, sponsors etc. Liberty employs a small group of actors, usually on short-term contracts, stage hands, scenery builders etc, and a number of administrative staff for the box office, finance, catering etc.

NEW STUDIO THEATRE

Liberty has acquired a nearby building and it is planned to turn it into a small theatre, with about 60 seats, to encourage experimental plays, young performers, talented amateurs, fringe productions etc.

The table below shows a list of the required activities, with their immediate predecessors, estimated Human resources and durations to complete the activity.

Activity	Preceding activity	Duration (days)	No. of men
A	-	3	9
B	-	4	3
C	B	3	4
D	A, C	2	3
E	A	4	9
F	E	5	4
G	E	3	3
H	G	2	5
I	A, D, F	2	6
J	E, G, I	2	7
K	E, G, I	4	9
L	H, K	5	5

- Draw up the network diagram and identify the critical path and the normal duration of the project. (12 marks)
- Based on the above information, calculate the total human resource required for this project. (02 marks)
- If the human resource availability is 12 men per day, how would you adjust the activities to complete the project on normal duration? (06 marks)

(Total 20 marks)