



University of Sri Jayewardenepura
Faculty of Humanities and Social Sciences

ECON 4122.03 - Project Management

Year IV- First Semester

End Semester Examination (August/September 2019)

Instructions:

This paper consists of **Four (04)** questions.

You are required to **answer all questions**.

Time allowed: **Three (03) hours**.

Question No 1

- I. "Project management is different from other management functions." Do you agree with this statement? Explain your answer. **(05 marks)**
- II. Business firms implement projects to achieve multiple objectives. Analyze the multiple objectives to introduce Cash Deposit Machines (CDM) by many commercial banks in Sri Lanka in the recent past. **(06 marks)**
- III. Briefly explain advantages of applying participatory planning in development projects. **(06 marks)**
- IV. Differentiate between financial analysis and benefit-cost analysis. **(04 marks)**
- V. Briefly explain different types of feasibility analyses employed in project management. **(04 marks)**

(Total 25 marks)

Question No 2

- I. Differentiate between an activity in a project Work Breakdown Structure (WBS) and a work package. **(02 marks)**
- II. Briefly explain the top-down method that is used to develop a WBS. **(05 marks)**
- III. Suppose that you are planning to start a new business after your graduation. Develop a WBS with minimum three levels of activities and sub-activities for this business launching project. **(15 marks)**
- IV. Explain the process of estimating activity resources. **(03 marks)**

(Total 25 marks)

Question No 3

- I. Explain the triple constraints in projects. (03 marks)
- II. What is reserve analysis in the duration estimation process? (04 marks)
- III. Develop a project charter for a rural development project. You should include all the key components of a project charter in your answer. Clearly mention the assumptions, if any. (10 marks)
- IV. Write short notes on the following:
- a. Project Scope
 - b. Lead time
 - c. Finish to Finish relationships
 - d. External dependencies

(08 marks)**(Total 25 marks)****Question No 04**

- I. Briefly explain the difference between Critical Path Method (CPM) for network analysis and Program Evaluation and Review Technique (PERT) for network analysis. (05 marks)
- II. Amal and Company (A&C) have developed a new proposal for introducing a new computer system. The project manager of A&C has identified the following activity schedule for this.

Activity	Predecessor(s)	Time (Month)
A	None	6
B	None	3
C	A, B	4
D	B	2
E	A, B	4
F	C	4
G	D, E	3
H	D	4
I	D	6
J	B	5
K	J	3

L	F, G, H	2
M	I, K	3
N	L, M	4

- a) Draw the project network. (05 marks)
- b) Determine the critical path. (02 marks)
- c) Identify the entire project completion time. (03 marks)
- d) Can activity "F" and "H" be delayed without affecting the entire project completion time? (02 marks)
- e) Calculate total float and free float for activities A and D. (03 marks)

III. What is meant by project crashing? Briefly explain the benefits of project crashing. (05 marks)
(Total 25 marks)

*****End of the paper*****

Question No 2

- 1. Differentiate between an activity in a project Work Breakdown Structure (WBS) and a work package. (02 marks)
 - 2. Briefly explain the top-down method that is used to develop a WBS. (05 marks)
 - 3. Suppose that you are planning to start a new business after your graduation. Develop a WBS with maximum three levels of activities and sub-activities for this business launching project. (15 marks)
 - 4. Explain the process of estimating activity resources. (03 marks)
- (Total 25 marks)