



SLIATE

SRI LANKA INSTITUTE OF ADVANCED TECHNOLOGICAL EDUCATION

(Established in the Ministry of Higher Education, vide in Act No. 29 of 1995)

Higher National Diploma in Management

Second/Third Year, Second Semester Examination - 2016

MAN 4106 – Managing Project

Instructions for candidates:

Answer five (5) questions including Question 01

All questions carry equal marks

Time : Three hours

No of Pages : 5

No of Questions : 6

Question 01

Select the most appropriate answer for the following questions.

- (i) Which one is correct related to main objectives of Project management?
 - a. Time, Cost and Motivation
 - b. Cost, Profit and Deliverables
 - c. Cost, Time and Quality
 - d. Time , Quality and Productivity

- (ii) Many organizations have different definitions for Project Management because the profession encompasses so many industries. Consequently, the Project Management Institute (PMI) describes Project Management as
 - a. The processes and tools in order to complete a project
 - b. The use of knowledge, tools, and techniques to meet requirements of a project
 - c. Industry specific because the definition changes based upon whatever industry the company is involved with
 - d. Initiation, planning, execution, control, and closeout of a project

- (iii) A work breakdown structure, Gantt chart, and a responsibility assignment matrix are frequently used throughout a project. These are examples of
 - a. Project Management tools
 - b. Work products
 - c. Milestones
 - d. Deliverables

- (iv) The triple constraints of Project Management are
 - a. Quality, Resources, Time
 - b. Money, Resources, Quality
 - c. Scope, Quality, Planning
 - d. Time, Scope, Cost
- (v) Core knowledge areas of a project management are
 - a. Quality, Scope, HRM, Time
 - b. Scope, Quality, Time, Cost
 - c. Cost, Procurement, Risk , Time
 - d. Time, Scope, Cost, Communication
- (vi) The critical path of a network is the
 - a. Longest time path through the network
 - b. Path with the most activities
 - c. Shortest time path through the network
 - d. Path with fewest activities
- (vii) Which of the following Project Scope Management processes involve subdividing the major project deliverables into smaller, more manageable components?
 - a. Define Scope
 - b. Validate Scope
 - c. Control Scope
 - d. Create WBS
- (viii) Which of the following could be an appropriate WBS code for a work package at the fourth level in a WBS where the top level code is 1.0?
 - a. 1.4
 - b. 1.1.1.1
 - c. 1.2.3.4
 - d. b and c
- (ix) A tool which links the project roles and responsibilities to the project scope definition, is called:
 - a. Scope Definition Matrix
 - b. Responsibility Assignment Matrix
 - c. Roles Assignment Matrix
 - d. Project Scope and Roles Matrix
- (x) The project manager meets with the project team to review lessons learned from previous projects. In which activity is the team involved?
 - a. Performance management
 - b. Scope identification
 - c. Risk identification
 - d. Project team status meeting

(10*2 = Total 20 Marks)

Question 02

- (i) Identify the main characteristics of a project. (02 Marks)
- (ii) Define the term “Project Stakeholders” with examples. (04 Marks)
- (iii) “In project implementation stage/phase, the project manager has to play different types of roles”. Describe such roles. (06 Marks)
- (iv) Why is the project management important in the business world? (08 Marks)

(Total 20 Marks)

Question 03

- (i) What is the main aim of project human resource management? (02 Marks)
- (ii) Identify the key skills that a project manager has to have to execute the project works efficiently and effectively. (05 Marks)
- (iii) Briefly explain the stages involved in project quality management. (06 Marks)
- (iv) Why is the integration management important for the success of a project? (07 Marks)

(Total 20 Marks)

Question 04

- (i) Identify the project manager’s roles during the close-out phase of project. (03 Marks)
- (ii) Briefly explain the major process included in project risk management. (05 Marks)
- (iii) Identify the tools which can be used to control the project objectives and define any two of them. (06 Marks)
- (iv) Why are monitoring and controlling processes important to a project? (06 Marks)

(Total 20 Marks)

Question 06

- (i) Differentiate the following project evaluation/selection methods
a. Payback period b. Net present value (NPV) (05 Marks)
- (ii) PMT Ltd is considering to invest in an ICT project. The expected original investment (Initial Investment) in the project will be Rs 2,000,000; the life of project will be 5 years with the salvage value of Rs.180, 000. The expected net cash inflows after tax during the life of the project have been estimated as follows:

<i>Year</i>	<i>Net Cash flows</i>
1	300,000
2	580,000
3	620,000
4	700,000
5	455,000

Required:

- a) Calculate payback period (02 Marks)
b) Calculate net present value (NPV), if cost of capital is 14%. (05 Marks)
c) Calculate internal rate of return (IRR) (06 Marks)
d) State whether this project is feasible or not (02 Marks)

(Total 20 Marks)

Question 05

- (i) Define the project management tool “Gantt chart”. (04 Marks)
- (ii) The following activity scheduling details were derived from a construction project.

Activity	Preceding Activity	Duration in Days		
		Optimistic	Most Likely	Pessimistic
A	-	3	7	11
B	-	2	3	4
C	A	2	4	6
D	A	6	7	14
E	A	2	5	8
F	C	3	5	7
G	D	4	6	10
H	B,E	5	6	7
I	H	1	3	5
J	F,G,I	2	4	6

- a) Calculate the expected time for each activity (03 Marks)
- b) Draw a network diagram (05 Marks)
- c) Identify the critical path and project completion time (02 Marks)
- d) Calculate Early Finish (EF), Late Finish (LF) time estimates and Total float for each activity. (06 Marks)
- (Total 20 Marks)**