



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

FACULTY OF COMMERCE & MANAGEMENT STUDIES

Bachelor of Commerce (Special) Degree Fourth Year Examination (External) – 2015/ 2016

May 2022

BCOM E4073 – Project Management

No. of questions: Five (05)

Time: 03 hours

Answer any four questions.

Question No 01

CHEC port city Colombo (Pvt.) Ltd, a wholly owned subsidiary of CHEC, signed an agreement with the Government of Sri Lanka in August 2016 to restart the construction of the port city now known as Colombo International Financial City. The total cost of the Colombo Port City, funded by CCCC Ltd., is estimated at \$ 1.4 billion. The port city's vision for the future is to make this new city the most attractive and pleasant city to live in, not only for Sri Lanka and South Asia but for the rest of the world. Once the site is ready, an estimated \$ 1 billion in investment is expected to flow into the country worldwide, and by the time it is fully completed in 2041, the city is expected to bring \$ 15 billion into the Sri Lankan economy. The project adheres to local and international standards in dealing with the provision of goods and services for the project. It is monitored on a daily basis by more than 20 government agencies. Internally, they have local partners (e.g., Ministry of Metropolitan and Western Development, Urban Development Authority), local and international experts, and consultants who assist them. The Port City of Colombo has a large area of green space for public use.

a) List the two internal and external stakeholders in the project and briefly describe the needs of each stakeholder and the potential impact of the project.

(15 Marks)

b) Assume that you are the project leader. What do you do to ensure the success and completion rate of this project?

(10 Marks)

(Total 25 Marks)

Question No 02

- a) "The project phase is called the project life cycle". Discuss.

(10 Marks)

- b) There are many reasons why projects fail, and poor project human resource management is one of them. Discuss.

(05 Marks)

- c) You are a project manager for a company and you are tasked with managing a project that is 50 percent complete on schedule. After evaluation, you will find that the project will take much longer than the schedule and will take twice as long as previously estimated by the project manager. Discuss how you can use project control to avoid this situation

(10 Marks)

(Total 25 Marks)

Question No. 03

- a) Briefly explain the stages of Tuckman's Ladder in team building.

(10 Marks)

- b) "Successful conflict management results in greater productivity and positive working relationships. When managed properly, differences of opinion can lead to increased creativity and better decision making."

Briefly explain the five general techniques for resolving conflict.

(10 Marks)

- c) Briefly list five strategies that can be taken to control costs of a project.

(05 Marks)

(Total 25 Marks)

Question No. 04

"Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project."

- a) Discuss the strategies that can be taken for positive risks and negative risks.

(10 Marks)

- b) In project scope management, creating a Work Breakdown Structure (WBS) is one of important steps of the process. Briefly explain what WBS is and create a WBS for your own project.

(10 Marks)

- c) Briefly explain the project quality management process.

(05 Marks)

(Total 25 Marks)

Question No 05

Make a brief description of the concepts below.

- a) Preparation of Project Reports
- b) Project Communication Management
- c) Project Time Management
- d) Project Management Plan
- e) Tools and Techniques of Project Cost Management

(05 Marks Each)

(Total 25 Marks)

