



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) – 2019

July – 2025

BCOM E 4574 - Project Management

No. of questions: Six (06)

Answer any four (04) questions.

Time: 03 hours

Question No. 01

Project management is the process of leading a team to achieve specific goals and objectives within defined constraints, such as time, budget, and scope. It involves applying knowledge, skills, tools, and techniques to project activities to meet requirements and deliver value.

- a) As a newly recruited project manager for your company, management has asked you to discuss the importance of project management in achieving organizational objectives. Provide examples from real-life projects to support your answer.
(15 marks)
- b) There are five phases of the project life cycle. Evaluate the five phases of the project life cycle and explain how each phase contributes to the overall success of a project.
(10 marks).

(Total 25 marks)

Question No. 02

A project manager is a professional who is responsible for planning, organizing, and overseeing the completion of a project. They ensure that a project is completed on time, within budget, and to the required standards. Project managers work with teams to achieve project goals and often act as a central point of communication.

- a) Critically analyze the role of the project manager in balancing scope, time, and cost in a project. Provide examples from real-life projects to support your answer.
(15 marks)
- b) "Every project carries risk." Discuss the significance of risk management in project management and describe common strategies to mitigate risks.
(10 marks)

(Total 25 marks)

Question No. 03

Project scheduling means creating a detailed plan that outlines the tasks, timelines, and resources needed to complete a project successfully. It involves breaking down the project into manageable tasks, assigning start and end dates, and managing dependencies between tasks.

- a) Discuss how project scheduling tools such as Gantt charts and Critical Path Method (CPM) contribute to effective project execution.

(10 marks)

- b) Highlight the key components of a project charter and explain how does proper project charter can influence project outcomes?

(15 marks)

(Total 25 marks)

Question No. 04

The project management knowledge areas are specific areas of expertise that a project manager needs to effectively manage a project. These areas provide a structured approach to ensure all critical elements of a project are addressed.

- a) List down the main knowledge areas of project management.

(10 marks)

- b) Briefly explain each knowledge area in project management. Provide examples from real-life projects to support your answer.

(15 marks)

(Total 25 marks)

Question No. 05

Select 5 topics from the list and briefly explain them.

1. Project Crashing
2. Project Charter
3. Project Life Cycle
4. Project Quality Management
5. Project closure
6. Project Management Structures
7. Critical Path Method
8. Project Risks

(Total 05 x 05 = 25 marks)

Question No. 06

NSK Construction Company has undertaken several high-profile projects in the recent past and has completed several leading projects that set the benchmark in the Country's construction Industry. You have been appointed as the new project manager for the firm. The following table highlights the main activities of the proposed new project of the firm with immediate predecessors and their specific time duration;

Activity	Immediate Predecessors	Completion Time (In days)
A	-	2
B	-	9
C	-	4
D	A	5
E	D	8
F	E	3
G	B	4

- a) Select the activities which are critical to the project using critical path diagram. (10 marks)
 - b) Calculate the total completion time of the above project (in days) ? (05 marks)
 - c) Calculate the early finish time for activity G (in days)? (05 marks)
 - d) Calculate late start time for activity G (in days)? (05 marks)
- (Total 25 marks)**

