

EASTERN UNIVERSITY SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
FIRST YEAR FIRST SEMESTER EXAMINATION IN MASTER OF BUSINESS
ADMINISTRATION- 2018/2019
(August 2019) Proper/Repeat

MBA 1023 Project Planning and Implementation

Answer all five questions

Time: 3 hours

Q1)

- a) *“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).”*

Describe the different approaches for building the Work Breakdown Structure with appropriate example.

(10 Marks)

- b) *“Decomposition is important to the overall project plan because it allows you to estimate the duration of the project, determine the required resources, and schedule the work.”*

Based on the above statement, define the term “Decomposition” and explain the use of Work Breakdown Structure to project manager and project team.

(04 Marks)

- c) *“Activity duration is a random variable. Because we cannot know what factors will be operative when work is underway on an activity, we cannot know exactly how long it will take.”*

Based on the above statement, identify and explain the factors that causes variation in the actual activity duration.

(06 Marks)

(Total 20 marks)

Q2)

- a) *“Before we can estimate duration, we need to make sure everyone is working from a common definition. Estimating activity duration is challenging. You can be on familiar ground for some activities and on totally unfamiliar ground for others. Whatever the case, you must produce an estimate.”*

Based on the above statement identify and explain the Methods for Estimating Activity Duration.

(06 Marks)

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

Identify and explain the tools that are used to schedule people.

(06 Marks)

- c) *“Project plans and their execution are only as successful as the project manager and team who implement them.”*

Explain the general skills that a potential project manager should have for implementation.

(08 Marks)

(Total 20 marks)

Q3)

- a) *“Controls are actions taken as a result of reports. When implemented, controls are designed to bring actual project status back into conformance with the project plan.”*

Identify and explain different types of project status report that are used to ensure the project conformance with the project plan.

(08 Marks)

- b) *“Variance reports do exactly what their name suggests— they report differences between what was planned and what actually happened.”*

Explain the reasons why you would want to measure duration and cost variances.

(06 Marks)

- c) *“As input to each of these report types, activity managers and the project manager must report the progress made on all of those activities that were open for work during the period of time covered by the status report.”*

Based on the above statement explain what should actually be reported.

(06 Marks)

(Total 20 marks)

Q4)

- a) "Closing the project is routine once we have the customer's approval of the deliverables."

Identify and explain the steps to closing the project

(06 Marks)

- b) "Documentation always seems to be the most difficult part of the project to complete."

Identify and explain the reasons why we need to do documentation.

(06 Marks)

- c) List and briefly explain the important aspects should be included in the documentation that is most effective and useful of the project when closing.

(08 Marks)

(Total 20 marks)

- Q5) The University Business Linkage Cell of the Eastern University, Sri Lanka is considering the establishment of the Cell office at the Old Library building of the Eastern University, Sri Lanka. The table below shows a list of the required activities, with their immediate predecessors, estimated Human resources and durations to complete the above purpose.

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

a) Draw up the network diagram and identify the critical path and estimate the normal duration for this project.

(10 marks)

b) Based on the above information, calculate the total human resource required for this project.

(04 marks)

c) If the human resource availability is 12 men per day, how would you reschedule the activities to complete the project within the normal duration?

(06 marks)

(Total 20 marks)