



**RAJARATA UNIVERSITY OF SRI LANKA
FACULTY OF APPLIED SCIENCES**

**B.Sc. (General) Degree in Information and Communication Technology
Third Year - Semester I Examination – September/October 2019**

ICT 3205 – INFORMATION TECHNOLOGY PROJECT MANAGEMENT

Time: Two (2) hours

Answer ALL the questions

1

- a) What is project management?
(02 marks)
- b) What are the problems with software project?
(03 marks)
- c) Explain the four (04) frames of organizations. How can they help project managers to understand the organizational context for their projects?
(04 marks)
- d) Using four (04) characteristics of organizational culture, describe characteristics of organizational culture to effective Project management.
(08 marks)
- e) Explain four (04) key issues faced when working on global projects.
(08 marks)

2

- a) What are the approaches used to develop WBS?
(04 marks)
- b) Describe main tools and techniques used in defining project scope.
(05 marks)
- c) “Many project managers use SWOT analysis in project selection”. Considering this statement discuss how SWOT analysis is important to project selection method.
(05 marks)

d) Explain dependencies that are used among project activities. (05 marks)

e) If you are creating a new WBS for your project, what should you do to save time during the creation process? Justify your answer. (06 marks)

3

a)

Activity	Predecessor	Estimate Time(Week)
Start	-	0
P	Start	6
Q	Start	4
R	Start	3
C	P, Q, R	7
B	R	4
D	C	2
A	C,Q	3
E	B	6
End	D, A, E	0

Using the table above, draw the network diagram. (06 marks)

b) What are the differences critical path and its duration? (02 marks)

c) Find the **Activity Float** by filling the following table for each activity in the network.

Activity	Earliest Start (ES)	Earliest End (EE)	Latest Start (LS)	Latest End (LE)	Activity Float
P					
Q					
R					
A					
B					
C					
D					
E					

(08 marks)

d) What is the impact to the project if activity 'P' takes three weeks longer than planned? (05 marks)

- e) Why milestones are important to develop project management time plan?
(04 marks)

4

- a) What are the four (04) inputs that can be used to determine the budget? Describe each of them briefly.
(06 marks)
- b) What are the difference between qualitative risk analysis and quantitative risk analysis?
(05 marks)
- c) Describe several types of software that project managers can use to support project cost management.
(05 marks)
- d) "Sunk cost should not be a criteria in project selection." Justify this statement.
(05 marks)
- e) Briefly explain buffer and critical chain.
(04 marks)

-End -