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SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE
PROGRAMME

END SEMESTER EXAMINATION – JULY 2015

MGT 30725 Project Management

Date : 26th July 2015
Time : 9.00 a.m. – 11.30 a.m.
Duration : Two and half (02 ½) Hours

Instructions to Candidates:

- This paper consists of three sections (A, B and C).
- Section A – Answer **ALL** questions in the sheet provided.
Section B – Answer only **Two (2)** questions, selecting **Question No. 1** and one from the rest of the questions.
Section C – Answer any **Two (2)** questions out of the Three (3) questions
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly.

Section A

Please answer **ALL** the questions.

1. What are the 4 Stages of Team Development in Project Human Resource Management?
 - A. Recruiting, Developing, Motivating, Performing
 - B. Forming, Storming, Norming, Performing
 - C. Training, Developing, Motivating, Performing
 - D. Motivating, Training, Developing, Promoting.

2. Project Stakeholder Management strategies involve, all of the following except
 - A. Monitor
 - B. Manage closely
 - C. Ignore
 - D. Keep informed

3. Which type of contract has the most risk to the seller
 - A. Cost re-imbersable
 - B. Cost plus Award Fee
 - C. Time and Material contract
 - D. Fixed Price

4. Which one of the following is an effective conflict resolution technique
 - A. Collaborating
 - B. Crashing
 - C. Fast Tracking
 - D. Monitoring

5. During which Project Management process, Project Charter is developed?
 - A. Contract negotiation
 - B. Project Planning
 - C. Project Initiating
 - D. Integrated change control process

6. All of the following are risk response strategies, except:
- A. Mitigate
 - B. Elaborate
 - C. Transfer
 - D. Avoid
7. Your project has a EV of USD 500,000, Actual cost of 600,000 and planned value of 550,000.
What will be the Cost Variance?
- A. 100,000
 - B. -100,000
 - C. -50,000
 - D. 50,000
8. Your project has a EV of USD 500,000, Actual cost of 600,000 and planned value of 550,000.
What will be the Schedule Variance?
- A. 100,000
 - B. -100,000
 - C. -50,000
 - D. 50,000
9. If an activity has a 0 float,
- A. Activity might not have any resources allocated to it
 - B. Activity might be on the critical path
 - C. Activity is not so critical
 - D. Activity has a beginning day as Day 0.
10. Project Schedule Compression techniques are,
- A. Smoothing and Collaborating
 - B. Crashing and Fast Tracking
 - C. Progressing and monitoring
 - D. Resource Levelling and smoothing.

11. “Develop Project Charter” belongs to:
- A. Project Scope Management
 - B. Project Quality Management
 - C. Project Integration Management
 - D. Project Communication Management
12. In your project there is a competence risk that cannot be avoided, so you decide to minimize the impact by providing training. Which risk response strategy are you using here?
- A. Accept
 - B. Transfer
 - C. Exploit
 - D. Mitigate
13. Project Manager is responsible for,
- A. Planning the project
 - B. Coordinating communication among stakeholders
 - C. Project Evaluation and Closure
 - D. All of the above
14. WBS Stands for
- A. Work Breakdown Structure
 - B. Work Based Support
 - C. Work Book System
 - D. Work Balance Structure
15. Techniques used in estimating time involves all of the following except:
- A. PERT Estimate
 - B. Bottom-up Estimate
 - C. Expert Judgment
 - D. Float estimate

16. Project Sponsor is usually categorized as a stakeholder with:
- A. Low Power Low Interest
 - B. Low Power High Interest
 - C. High Power Low Interest
 - D. High Power High Interest
17. In Project Quality Management quality assurance means:
- A. Project Has a quality controller
 - B. Project Management has knowledge and experience in Project Quality Management
 - C. Project has required processes and standards to manage quality
 - D. Project Manager is confident that there will be no quality issues.
18. You have a project team with 8 members. How many communication channels will be there:
- A. 28
 - B. 26
 - C. 3
 - D. 38
19. When there is an argument between two team members Ruwan and Sahan, their manager come and say, “I see what’s going on, Ruwan is right, I am the manager I am telling you both to go and get the work done now”. What type of conflict resolution technique being used here.
- A. Compromising
 - B. Withdrawing
 - C. Collaborating
 - D. Forcing
20. Which one of the following result show that your project is going according to the schedule, and within the budget.
- A. CPI 0.8 SPI 0.9
 - B. CPI 1.1 SPI 1.1
 - C. EV 200,000 PV 250,000
 - D. EV 200,000 AC 230,000

Section B

Answer **TWO** questions. Question No. 01 is compulsory.

Question No. 01- Compulsory

Using the following data,

- a. Draw the network diagram and determine the critical path

(15 Marks)

- b. Calculate slack / float times in non-critical path activities.

(5 Marks)

Activity	Duration	Predecessor
A	8	-
B	4	-
C	7	A,B
D	8	B
E	5	B
F	5	C,D
G	8	D
H	9	D,E
I	4	F,G,H

(Total 20 Marks)

Question No. 02

Even if you have the perfect plan, things can go wrong in projects. As a Project Manager you will be actively involved in directing and managing project execution, and may find that there are changes that needs to be managed and controlled. There will be risks that needs be planned, monitored and controlled.

- a. Discuss how changes are managed in Projects.

(5 Marks)

- b. How would you plan and mange Project Risks.

(15 Marks)

(Total 20 Marks)

Question No. 03

Earned Value Management is technique used in managing project costs.

- a. Explain how you would use Earned Value technique to monitor and control project risks.

(10 Marks)

- b. Using earned Value Management how you would decide whether project is running over budget and behind schedule.

(10 Marks)

(Total 20 Marks)

Section C

Answer any **TWO** questions

Question No. 01

Project Management has become a popular discipline during the recent years due to many benefits it offers. Discuss the benefits of applying project management in to your work?

(Total 20 Marks)

Question No. 02

Project Scope provides the basis for planning all other areas of Project Management. Discuss the process used to plan and manage Project Scope.

(Total 20 Marks)

Question No. 03

Discuss in detail 5 planning skills a Project Manager must have, to drive their projects to success.

(Total 20 Marks)