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

**END SEMESTER EXAMINATION – JULY 2017**

**MGT 30725 Project Management**

Date : 21st July 2017  
Time : 5.30 p.m. - 8.00 p.m.  
Duration : Two and a half (02 ½ hours)

**Instructions to Candidates:**

- This is **NOT** an open book exam
- This paper consists of two part (A and B).
- Part A – Answer **ALL** questions in the sheet provided.  
Part B – Answer any **Four (04)** questions out of the Five (05) questions
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Non programmable calculators are allowed.
- Answers should be written neatly and legibly.

## **PART – A (MCQ)**

Answer **ALL** questions.

### **Question No. 01**

Each question carries one (1) mark.

Mark your answer in the answer sheet attached.

Choose only ONE answer per question. Cross the answer with a “X” sign.

Marking two or more answers will reject that answer and will award zero (0) marks for that question.

- 1. A project manager is working on a project to construct a new bridge. The personnel report to the functional manager and mainly occupied with operational work. The project manager has no authority to properly assign resources and also reports to the functional manager. What type of organization structure is the project manager working?**
  - A. Functional
  - B. Projectized
  - C. Strong Matrix
  - D. Weak matrix
  
- 2. During which project management process group activities is the project Scope defined?**
  - A. Planning
  - B. Initiating
  - C. Executing
  - D. Monitor and controlling
  
- 3. The WBS for your project has been prepared and distributed to the project team members. When execution begins, which document will provides the detailed description of the WBS elements?**
  - A. Approved Scope statement
  - B. Project management plan
  - C. WBS dictionary
  - D. WBS detail list

- 4. Which of the following is the best action to take in order to complete a project which is one week ahead of the schedule?**
- A. Inform customer that critical path does not allow early completion
  - B. Motivate the team to work hard and check the status, next month
  - C. Meet the team and look for options for crashing or fast tracking the critical path
  - D. Consult project sponsor
- 5. What does a Cost performance index (CPI) of 0.67 mean?**
- A. The project would cost 67% more than originally planned
  - B. The project would cost 33% more than originally planned
  - C. The project is only getting \$0.67 for every \$1 spent
  - D. The project would cost 67% less than originally planned
- 6. As a project manager, you are ensuring that quality standards are followed on your project. In which process are the quality standards identified?**
- A. Develop project charter
  - B. Collect requirement
  - C. Plan Quality Management
  - D. Perform quality assurance
- 7. Purchasing an insurance coverage for your equipment is an example of which risk response?**
- A. Transfer
  - B. Mitigation
  - C. Acceptance
  - D. Avoidance
- 8. A project manager has recently been assigned to a long term project and wants to know who the key influencers on the project are and what their level of involvement is. The best document to get this kind of information is:**
- A. Stakeholder register
  - B. Stakeholder management plan
  - C. Project staffing plan
  - D. Project management plan

- 9. You are managing a project with project teams in different geographical locations. There are approximately 32 team members plus 3 additional member support group that are working part-time on the project. How many communication channels are possible in your project?**
- A. 496
  - B. 992
  - C. 595
  - D. 32
- 10. In project quality management, Quality control means:**
- A. It indicates management is experienced in quality management
  - B. Project has required processes and standards to manage quality
  - C. The process of monitoring and recording results of executing the quality activities.
  - D. Project will not be faced a quality issue.
- 11. You as a project manager are in the process of midway review at the end of the first year of a 66K project. The earned value analysis is shows that the PV is \$33K, the EV is \$29K and the AC is 30K. What can be determined from these figures?**
- A. The project is behind schedule and over budget
  - B. The project is ahead of schedule and under budget
  - C. The project is ahead of schedule and over budget
  - D. The project is behind schedule and under budget
- 12. Validate scope is the process of formalizing acceptance of the completed project deliverables. When should this process be done?**
- A. During quality control
  - B. During the planning process
  - C. At the end of each phase of the project
  - D. At the end of the project only
- 13. Identify the least important stakeholder from the given options.**
- A. The project manager who is responsible for building the project
  - B. A Project team member who will work on the project
  - C. Customer who will use the end product or service
  - D. Competitor whose organization will be affected by the new products release.

**14. If Earned Value (EV) is \$750, Actual Cost (AC) is \$800, and Planned Value (PV) is \$725, what is the Cost Variance (CV)?**

- A. -25
- B. -75
- C. -50
- D. +25

**15. Decision tree analysis can be classified as a**

- A. Quantitative risk analysis and modeling technique
- B. Subset of EMV technique
- C. Subset of the Earned Value Management (EVM) technique
- D. Risk response strategy.

**16. Which of the following is not true regarding subdividing the work in WBS?**

- A. Subdividing until it has a meaningful conclusion
- B. Subdividing until it can be done by a single person
- C. Subdividing until it cannot be logically subdivided further
- D. Subdividing until it can be realistically estimated

**17. According to Bruce Tuckman, which are the stages of team development?**

- A. Honeymoon, rejection, regression, acceptance, re-entry
- B. Forming, storming, norming, performing
- C. Tell, sell, consult, join
- D. Direct, support, coach, delegate

**18. What is typical for critical chain project management?**

- A. Management of buffers
- B. Management of total floats and free floats
- C. Management of leads and lags
- D. Management of resource over-allocations

**19. What are the cost types in modern quality management?**

- A. Costs of good quality – costs of bad quality
- B. Planning costs – assurance costs – control costs
- C. Planning costs – doing costs – checking costs – acting costs

D. Prevention costs – appraisal costs – failure costs

**20. When identifying the basis of the business need for a project all of the following can be considered except\_\_\_\_,**

- A. regular plant maintenance
- B. market demands
- C. technological advances
- D. legal requirements

**(Total 20 marks)**

## **PART – B (Essay Type)**

Answer **any four (4)** questions out of five (5)

### **Question No. 02**

Planning for the unknown is crucial in project management. Take your practical project as an example and answer following questions. Please state your project description before you answer the questions.

- a. Discuss the four strategies you can use to identify the risk in projects.  
(8 marks)
- b. Discuss with examples on what are the negative risk responses you defined for your current project.  
(8 marks)
- c. What will be the impact if the risks are not managed well?  
(4 marks)

**(Total 20 marks)**

### **Question No. 03**

Many project organizations blame the project manager when things go wrong due to the absence of formal project initiation process.

- a. As a project manager what are the key processes you should follow at the project initiation and discuss the importance of the initiation process.  
(10 marks)
- b. “By knowing motivational theories, you can improve your employee motivation”. Briefly discuss Maslow’s hierarchy of need and Herzberg’s motivational and hygiene factors theories and explain how can you use those theories to motivate employees working for you.

(10 marks)

**(Total 20 marks)**

**Question No. 04**

You are building a 6-sided fence. Sides are not an equal length, so that cost of each side is varies. Costs of six sides are as below due to different labor, material cost and different timing.

Side Name	Side cost (Rs.)	Time to complete
1	1950.00	2 Days
2	2325.00	3 Days
3	2225.00	2 Days
4	3560.00	4 Days
5	7350.00	6 Days
6	5000.00	2 Days

You estimate that the total project will take 19 days to complete. Project has allocated Rs.6800.00 as contingency reserves and Rs.12,100.00 as Management reserves. At the end of day 13, you are asked to prepare an Earned Value calculation in order to determine how the project is progressing. You found that as of end of day 13, sides 1, 2, and 3 have been fully completed, 85% of side 4 and 46% of side 5 have been competed, and side 6 has not yet started. Total costs incurred at the end of day 13 is Rs.13,710.00.

- a. What is the Earned Value?  
(2 marks)
- b. What is the Planned Value?  
(2 marks)
- c. What is the Actual Cost?  
(1 mark)
- d. Calculate Schedule Variance.  
(2 marks)
- e. Calculate Cost Variance.  
(2 marks)
- f. Calculate Schedule performance Index.  
(2 marks)
- g. Calculate Cost performance index.  
(2 marks)
- h. What is the project Status? Justify your answer.

(3 marks)

- i. If you find that the project has deviated from your original plan, find the new project duration and cost/Budget.

(4 marks)

**(Total 20 marks)**

**Question No. 05**

Followings are the list of activities identified for an event management project.

Use the data in the table to answer the questions bellow

Activity	Preceding Activity	Duration in Days
A	Start	10
B	Start	7
C	A	12
D	A	11
E	B	9
F	C	13
G	D	14
H	E	14
I	E	12
J	F,G	6
K	H,I	6
L	J	8
M	K	6
N	L,M	9
O	M	6
P	N	6
Q	O	10
R	I	12
S	R	6
End	P,Q,S	0

- a. Draw Activity on Node (AON) and Network Diagram for the above activities of the event management project. (Mention your assumptions if any. Draw clearly using landscape orientation of the paper. Only mention the activity ID on the node). Indicate values for ES, EF, LS, LF, Float and Duration on the diagram.

*(4 marks for AON diagram and 8 marks for network diagram)*

*(12 marks)*

- b. Identify the Critical Path (CP) of the project and the duration of the project. (Do not mark the CP in the diagram but write the CP as the answer to the question).
- c. If Activity M has been delayed by 4 days due to an HR issue, what is the new project duration? Justify your answer. What are the significant changes in the schedule?

*(4 marks)*

*(4 marks)*

**(Total 20 marks)**

### **Question No. 06**

Quality is one of the important parts of project management. If you are not doing the quality right, the project will face many issues.

- a. Discuss how poor quality management will affect the project and project performance.
- b. In quality control seven basic tools of quality will help to perform quality control. Briefly describe three tools and benefits of using those.
- c. A project would close due to many reasons. Discuss three situations where project can be closed with practical examples.

*(6 marks)*

*(9 marks)*

*(5 marks)*

**(Total 20 marks)**