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Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2013/2014**

COURSE NAME : PROJECT MANAGEMENT
COURSE CODE : BPA 31803
PROGRAMME : 2 BPA / 2 BPB
EXAMINATION DATE : JUNE 2014
DURATION : 3 HOURS
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF SEVEN (7) PAGES

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Q1 (a) There are various traits in leadership.

Explain the most critical leadership skill for project managers.

(5 marks)

(b) Conflicts are inevitable during the life-cycle of a project. There are five methods proposed in the literature to resolve conflicts (Cheung and Chuah, 1999; Rahim, 2002; Kerzner, 2009); confrontation, compromising or negotiation, smoothing or accommodating, forcing or dominating and avoiding or withdrawing.

(i) Differentiate between **TWO (2)** proposed methods to resolve the conflicts.

(5 marks)

(ii) Explain the best technique for conflict resolution in the context of projects as suggested by Meredith & Mentel (2012) with justification.

(5 marks)

(c) (i) State **SIX (6)** elements of a typical scope statement.

(6 marks)

(ii) One tool that is widely used by project managers and task force leaders of small projects is the Responsibility Matrix (RM).

Discuss the appropriate condition to create Responsibility Matrix.

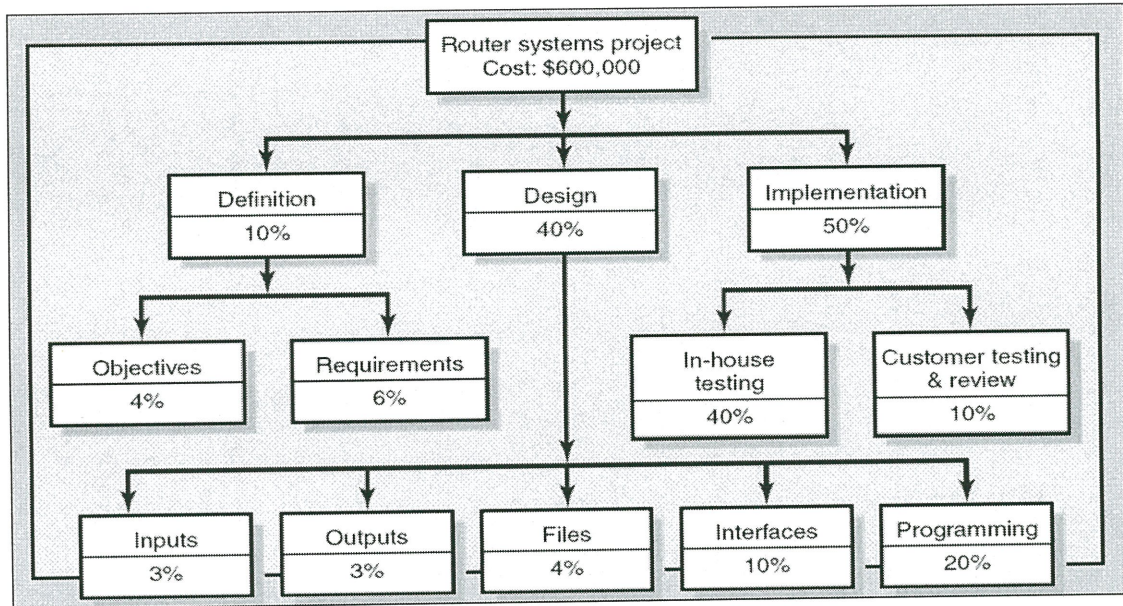
(4 marks)

Q2 (a) Discuss the condition of project that suits the bottom-up cost estimation approach.

(4 marks)

(b) **Figure Q2** is Work Breakdown Structure (WBS) of Router System Project, with cost apportioned by percents. The total project cost is estimated to be RM600,000 and the project duration is six months.

Figure Q2



- (i) Identify cost estimation methods used for the project illustrate in **Figure Q2**. (2 marks)
- (ii) Calculate the estimated costs for design, programming and in-house testing phase. (6 marks)
- (c) Calculate the probability of completing the project activities in 93 days based on the project information given in **Table Q2**.

Table Q2

ID	Description	Predecessor	Optimistic	Most likely	Pessimistic
1	Pilot Production	-	6	12	24
2	Select channels of distribution	1	16	19	28
3	Develop marketing program	1	4	7	10
4	Test Market	2	21	30	39
5	Patent	2	17	29	47
6	Full production	3,4,5	4	7	10
7	Release	6	13	16	19

(13 marks)

- Q3** (a) Differentiate the Project Evaluation and Review Technique (PERT) with the Critical Path Method (CPM) method in project management. (5 marks)
- (b) **Table Q3** shows the system development project activities. Using the information given, assume the project team will work a standard working week (5 working days in 1 week) and that all tasks will start as soon as possible.

Table Q3

Task	Description	Duration (Working Days)	Predecessor/s
A	Requirement Analysis	5	-
B	System design	15	A
C	Programming	25	B
D	Telecoms	15	B
E	Hardware Installation	30	B
F	Integration	10	C,D
G	System Testing	10	E,F
H	Training & Client Support	5	G
I	Handover and Go-Live	5	H

- (i) Determine the critical activities and path of the project. (6 marks)
- (ii) Calculate the earliest start (ES) that the project can be completed. (4 marks)
- (iii) Calculate the planned duration of the project in weeks. (3 marks)
- (iv) Identify any non-critical tasks and the free slack on each. (3 marks)
- (c) Discuss the tools that project managers can use to ensure knowledge and lessons learned from previous projects are not lost, and can be shared for the benefit of future projects. (4 marks)

Q4 (a) Describe **THREE (3)** common reasons for crashing the project. (3 marks)

(b) Consider the following **Figure Q4** as network for conducting a computer training class in Advance Management Sdn. Bhd. Activities A,B,C,D and E is the task identification number and number in the bracket is the activity duration.

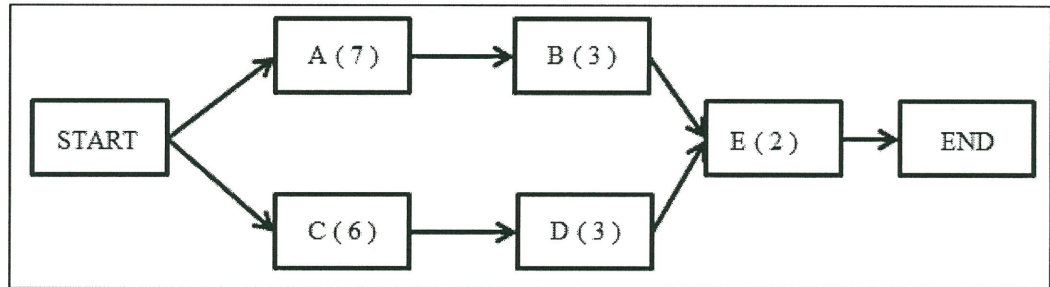


Figure Q4

(i) Determine the total completion time of schedule (3 marks)

(ii) Determine the activities critical path. (3 marks)

(c) **Table Q4** shows the cost for normal and crashed activities. Using information given;

Table Q4(c)

ID	Activity	Crash Time (days)	Crashed Cost (RM)	Normal Time (days)	Normal Cost
A	Obtain instructor	4	800	7	500
B	Locate a room	2	350	3	200
C	Check costs	4	900	6	500
D	Room Open	1	500	3	200
E	Schedule class	1	550	2	300

(i) Calculate the normal cost of whole project. (2 marks)

(ii) Calculate the crash cost per day for all activities. (5 marks)

(iii) Identify which activities should be crashed to meet a project deadline of 10 days with minimum cost when partial crashing is allowed.

(2 marks)

- (d) In month 9, the following project information is available: actual cost of RM2,000, earned value is RM2,100 and a planned cost of RM2,400.

Compute the Schedule Variance (SV) and Cost Variance (CV) for the project.
(3 marks)

- (e) **Table Q4(d)** show the information regarding the actual and scheduled progress of R&D project.

Table Q4(d)

Activity	Actual Progress	Scheduled Progress	Budgeted Cost	Actual Cost
A	4 days	4 days	RM60	RM40
B	3 days	2 days	RM50	RM50
C	2 days	3 days	RM30	RM20
D	1 day	1 day	RM20	RM30
E	2 days	4 days	RM25	RM25

Calculate the critical ratios for each activities and indicate which activities are probably on target and which need to be investigated.

(4 marks)

-END OF QUESTION-

FINAL EXAMINATION

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STANDARD NORMAL DISTRIBUTION: Table Values Represent AREA to the LEFT of the Z score.

Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
0.0	.50000	.50399	.50798	.51197	.51595	.51994	.52392	.52790	.53188	.53586
0.1	.53983	.54380	.54776	.55172	.55567	.55962	.56356	.56749	.57142	.57535
0.2	.57926	.58317	.58706	.59095	.59483	.59871	.60257	.60642	.61026	.61409
0.3	.61791	.62172	.62552	.62930	.63307	.63683	.64058	.64431	.64803	.65173
0.4	.65542	.65910	.66276	.66640	.67003	.67364	.67724	.68082	.68439	.68793
0.5	.69146	.69497	.69847	.70194	.70540	.70884	.71226	.71566	.71904	.72240
0.6	.72575	.72907	.73237	.73565	.73891	.74215	.74537	.74857	.75175	.75490
0.7	.75804	.76115	.76424	.76730	.77035	.77337	.77637	.77935	.78230	.78524
0.8	.78814	.79103	.79389	.79673	.79955	.80234	.80511	.80785	.81057	.81327
0.9	.81594	.81859	.82121	.82381	.82639	.82894	.83147	.83398	.83646	.83891
1.0	.84134	.84375	.84614	.84849	.85083	.85314	.85543	.85769	.85993	.86214
1.1	.86433	.86650	.86864	.87076	.87286	.87493	.87698	.87900	.88100	.88298
1.2	.88493	.88686	.88877	.89065	.89251	.89435	.89617	.89796	.89973	.90147
1.3	.90320	.90490	.90658	.90824	.90988	.91149	.91309	.91466	.91621	.91774
1.4	.91924	.92073	.92220	.92364	.92507	.92647	.92785	.92922	.93056	.93189
1.5	.93319	.93448	.93574	.93699	.93822	.93943	.94062	.94179	.94295	.94408
1.6	.94520	.94630	.94738	.94845	.94950	.95053	.95154	.95254	.95352	.95449
1.7	.95543	.95637	.95728	.95818	.95907	.95994	.96080	.96164	.96246	.96327
1.8	.96407	.96485	.96562	.96638	.96712	.96784	.96856	.96926	.96995	.97062
1.9	.97128	.97193	.97257	.97320	.97381	.97441	.97500	.97558	.97615	.97670
2.0	.97725	.97778	.97831	.97882	.97932	.97982	.98030	.98077	.98124	.98169
2.1	.98214	.98257	.98300	.98341	.98382	.98422	.98461	.98500	.98537	.98574
2.2	.98610	.98645	.98679	.98713	.98745	.98778	.98809	.98840	.98870	.98899
2.3	.98928	.98956	.98983	.99010	.99036	.99061	.99086	.99111	.99134	.99158
2.4	.99180	.99202	.99224	.99245	.99266	.99286	.99305	.99324	.99343	.99361
2.5	.99379	.99396	.99413	.99430	.99446	.99461	.99477	.99492	.99506	.99520
2.6	.99534	.99547	.99560	.99573	.99585	.99598	.99609	.99621	.99632	.99643
2.7	.99653	.99664	.99674	.99683	.99693	.99702	.99711	.99720	.99728	.99736
2.8	.99744	.99752	.99760	.99767	.99774	.99781	.99788	.99795	.99801	.99807
2.9	.99813	.99819	.99825	.99831	.99836	.99841	.99846	.99851	.99856	.99861
3.0	.99865	.99869	.99874	.99878	.99882	.99886	.99889	.99893	.99896	.99900
3.1	.99903	.99906	.99910	.99913	.99916	.99918	.99921	.99924	.99926	.99929
3.2	.99931	.99934	.99936	.99938	.99940	.99942	.99944	.99946	.99948	.99950
3.3	.99952	.99953	.99955	.99957	.99958	.99960	.99961	.99962	.99964	.99965
3.4	.99966	.99968	.99969	.99970	.99971	.99972	.99973	.99974	.99975	.99976
3.5	.99977	.99978	.99978	.99979	.99980	.99981	.99981	.99982	.99983	.99983
3.6	.99984	.99985	.99985	.99986	.99986	.99987	.99987	.99988	.99988	.99989
3.7	.99989	.99990	.99990	.99990	.99991	.99991	.99992	.99992	.99992	.99992
3.8	.99993	.99993	.99993	.99994	.99994	.99994	.99994	.99995	.99995	.99995
3.9	.99995	.99995	.99996	.99996	.99996	.99996	.99996	.99996	.99997	.99997

