

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

PROJECT PLANNING AND MANAGEMENT
SUPPLEMENTARY/ SPECIAL
Examination

2013 - 2014

BAM III – NKOZI Campus

Date: 7th/ 08/ 2014

Time: 3 hours

Instructions

1. Do not write anything on the question paper
 2. *This paper has two sections A and B*
 3. *Section A has 25 multiple choice questions and is compulsory to all.*
 4. *Section B has SIX (6) questions where question 1 is to be answered by all and any other two questions from this section.*
 5. *All answers must be on the answer booklets provided*
 6. *For section A answers please write the correct alternative against the question number.*
-

SECTION A

1. Which of the following is the process of determining the physical resources, quantities of each and when they would be used?
 - A. Resources Selection.
 - B. Resource leveling.
 - C. Resource Breakdown Structure (RBS).
 - D. Estimate Activity Resources.
2. The optimistic estimate is 1, the pessimistic estimate is 9 & the most likely estimate is 8. What is the PERT estimate?
 - A. 9
 - B. 7
 - C. 8
 - D. 6
3. Which of the following is the BEST project management tool to use to determine the longest time the project will take?
 - A. WBS
 - B. Network Diagram
 - C. Bar chart
 - D. Project Charter
4. All of the following relate to controlling the schedule EXCEPT:
 - A. Value analysis.
 - B. Crashing.
 - C. Float.
 - D. Mandatory dependencies
5. Which of the following documents contain detailed descriptions of work packages?
 - A. Work breakdown structure (WBS) dictionary
 - B. Activity list
 - C. Preliminary project scope statement
 - D. Project scope management plan
6. Which of the following is an output of scope verification?
 - A. WBS template
 - B. Rework
 - C. Formal acceptance
 - D. SOW acceptance
7. During a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:
 - A. Change management process.
 - B. Scope management.
 - C. Quality analysis.
 - D. Scope decomposition.
8. Which of the following is the KEY attribute of scope validation?
 - A. More complete project scope management plan
 - B. Customer acceptance of project deliverables
 - C. Improved schedule estimates

- D. An improved project management information system.
9. Why would you consider the scope statement so important in your project management methodology?
- A. Mandatory to consult the plan before accepting change.
 - B. Project managers must document any changes before approving or declining them.
 - C. The project scope serves as a reference for all future project decisions.
 - D. The scope statement is the base of WBS creation
10. One Purpose of the Communication Management plan is to offer:
- A. Methods about how to gather store and distribute information.
 - B. Measure the level of experience of each team member.
 - C. Organize the project and the relationships of stakeholder responsibilities.
 - D. Provide methods of releasing team members after they are no longer needed.
11. Of the Various tools & Techniques on Performance reporting, which one integrates scope, cost & schedule information as key elements?
- A. Trend Analysis
 - B. Variance Analysis
 - C. Earned Value Analysis
 - D. Schedule/ Cost Analysis
12. At the end of each project, the project team should prepare a lessons learned summary that focuses on all of the following except:
- A. Sharing Best Practices with other teams in the organization
 - B. Warning others of potential problems
 - C. Suggesting methods to mitigate risks effectively to ensure success
 - D. Sharing only the positive aspects of the project for future replication elsewhere in the organization
13. Extensive use of _____ communication is most likely in client communication
- A. Verbal
 - B. Written
 - C. Formal
 - D. Nonverbal
14. The WBS can be an effective aid for communication in which situation?
- A. Internal within the project
 - B. Internal within the organization
 - C. External with the customer
 - D. Internal and external to the project
15. Purchasing insurance is BEST considered an example of risk:
- A. Mitigation
 - B. Transfer
 - C. Acceptance
 - D. Avoidance
16. "An uncommon state of nature, characterized by the absence of any information related to a desired outcome", is a common definition for:
- A. An act of God
 - B. An amount at stake
 - C. Uncertainty
 - D. Risk aversion

17. The project team is arguing about whether they should complete a work package themselves or outsource the work. What part of the procurement process are they in:
- A. Contract administration
 - B. Plan Procurements
 - C. Conduct Procurements
 - D. Select sellers
18. The project team is comprised of 9 team members, how many communication channels are there?
- A. 10
 - B. 20
 - C. 36
 - D. 30
19. With which type of contract is the seller MOST concerned about project scope:
- A. Fixed price
 - B. Cost plus fixed fees
 - C. Time & Material
 - D. Purchase order
20. A project manager has just been assigned to a new project and has been given the preliminary project scope statement and the project charter. The first thing the project manager must do is:
- A. Create a project scope statement.
 - B. Confirm that all the stakeholders have had input into the scope.
 - C. Analyze project risk.
 - D. Begin work on a project management plan.
21. You are taking over a project during the planning process group and discover that six individuals have signed the project charter. Which of the following should most concern you?
- A. Who will be a member of the change control board
 - B. Spending more time on configuration management
 - C. Getting a single project sponsor
 - D. Determining the reporting structure
22. The project manager is making sure that the product of the project has been completed according to the project management plan. What part of the project management process is he in?
- A. Planning
 - B. Executing
 - C. Monitoring and controlling
 - D. Closing
23. A project manager is employed by a construction company and is responsible for the furnishing of the completed building. One of the first things that the project manager for this project should do is to write a:
- A. Work breakdown structure.
 - B. Budget baseline.
 - C. Project charter.
 - D. Project plan.
24. A team uses an optimistic value, a pessimistic value and a value considered most likely to estimate the project costs. Which of the following is the technique used?
- A. Opportunity cost
 - B. Three point technique
 - C. Cost of quality
 - D. Analogous estimating

25. If earned value (EV OR BCWP) = 350, actual cost of work performed (ACWP) = 400, planned value (PV or BCWS) = 325, what is cost variance (CV)?

- A. 350
- B. -75
- C. 400
- D. -50

SECTION B

- QN1. a) Using the information provided in the following table below:
- i. Develop AON project network. (6 marks)
 - ii. Complete the forward and the backward pass and determine the earliest start and finish times and latest start and finish times for the activities. (3 marks)
 - iii. Identify the critical path (3 marks)

ACTIVITY	PREDECESSOR	DURATION (WEEKS)
START		
A	NONE	4
B	A	5
C	A	4
D	B	3
E	C,D	6
F	D	2
G	E,F	5
END	G	

- b) Referring to the project network drawn in (b) above
- i. How long will the project take to completion? (2 Marks)
 - ii. What is the early start of activity E? (2 marks)
 - iii. What is the late finish of activity D? (2 marks)
 - iv. What are the activities with slack time? And what is the slack time for each activity? (3 marks)
- c) List four types of logical relationships that may be utilised in the AON method (4 marks)

QN.2. (a) Herzberg's theory is known as one such theory that gives a distinction between motivators and hygiene factors, explain the factors advanced by Herzberg's dual- factor theory of motivation. (13 marks)

(b) As a Project Manager you are required to lead and manage your team. And one of the first things to recognise when working with your project team is that they will progress through several stages of development. Explain the stages of team development indicating the main questions asked in each stage. (12 marks)

QN.3. (a) Briefly explain the following values used in earned value analysis (10 marks)

- 1. BCWP
- 2. BCWS
- 3. ACWP
- 4. EAC

5. ETC

- (b) Suppose you are making cookies for a large party to be held tomorrow, and the following are your plans:

Plans:

- 40 cookies per batch
- 5 batches per hour (200 cookies)
- Schedule: 5 hours to make a total of 1000 cookies
- Budgeted cost per cookie is \$0.05
- Total budget is \$50.00 for cookie ingredients, or \$10 per hour

Use **earned value** to examine your progress.

Progress Report at End of Hour 1:

- 150 edible cookies have been made (some were burnt and had to be thrown away)
- Total actual cost of ingredients used so far is \$9.00 (ACWP)

- (1) Calculate the following: (10 Marks)

1. BCWS
2. BCWP
3. SV
4. SPI
5. CV
6. CPI

- (2) What is the implication of the results from the following? (5 MARKS)

1. SV
2. SPI
3. CV
4. CPI

QN.4. (a) Regardless of the size of the project, all projects pass through major development processes, name and briefly explain the major project management process groups in their correct order development. (15 marks)

- (b) Project initiation is the first and most important phase in the life of a project. Explain the main activities of this phase and key documents produced by this phase. (10marks)

QN.5. (a) What do you understand by a work break down structure? Explain the importance of creating a work break down structure for your project. **(7 marks)**

(b) The following information relates to the Data base & information system project. The estimated project cost is \$600,000. The project deliverables and the corresponding estimated cost for each deliverable apportioned by percents is as indicated in the table below:

Deliverable ID	Deliverables	Apportioned cost (%)
1	Data base & information system project	(\$600,000) 100
1.1	Definition	10
1.1.1	Objectives	4
1.1.2	Requirements	6
1.2	Design	40
1.2.1	Inputs	3
1.2.2	Outputs	3
1.2.3	Files	4
1.2.4	Interfaces	10
1.2.5	Programming	20
1.3	Implementation	50
1.3.1	In-house testing	40
1.3.2	Customer testing	10

i. Using the information above construct a WBS for this project ensuring that the information as indicated in the table appears in the WBS. **(9 marks)**

ii. What are the estimated costs for the following deliverables **(6 marks)**

- Design
- Programming
- In-house testing

iii. Name level 1 deliverables in your WBS **(3 marks)**

QN.6. (a) What do you understand by the following terms as applied in project management? **(15 marks)**

- Project stake holder
- Change control board
- Scope creep
- work package
- Corrective action

(b) List and briefly explain the factors that might affect the choice of communication technology during the process of planning communication management. **(10 marks)**