

**UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**PROJECT PLANNING AND MANAGEMENT
Examination**

2013 - 2014

BAM III – NKOZI Campus

Date: Thursday 19th December, 2013

Time: 10.00 am to 1.00 pm

Instructions

- 1. Do not write anything on the question paper**
- 2. This paper has two sections A and B and both sections carry equal marks*
- 3. Section A has 2 questions and all must be answered*
- 4. Section B has SIX (6) questions please choose and answer any 2 question from this section.*
- 5. All answers must be on the answer booklets provided*
- 6. Please start each question on a separate page.*

SECTION A: (50 marks)

QN.1 The activities of a project have the following durations (in weeks) and dependencies (25 marks)

Activity	Duration (weeks)	Dependency
A	2	NONE
B	4	A
C	6	B
D	3	A
E	7	B,D
F	5	C
G	2	F
H	1	C,E
J	4	E
K	6	H
L	3	J
M	2	K,L
N	4	G,K
O	2	N,M
P	2	O

- 1) Draw an AON network for this project.
- 2) Calculate all the total floats
- 3) Calculate all the free floats
- 4) Mark the critical path on the diagram
- 5) What is the project duration

QN.2 (a) Performing integration change control process is one of the processes in project management.

- (i) Which process group does this process take place? (2 marks)
 - (ii) With what project management knowledge area do we perform this process? (2 marks)
 - (iii) Which other process is performed with the same knowledge area in this process group? (2 marks)
- b) Using your knowledge of integration change control illustrate the steps taken to incorporate change (7 marks)
- c) What do you understand by the following as applied to change control? (12 marks)
- (i) Corrective action
 - (ii) Preventive action
 - (iii) Defect repair
 - (iv) Requested change

SECTION B: (50 MARKS)

- QN.1 (a) Explain what you understand by the word project and briefly explain the stages of a project life cycle (10 marks)
- (b) Differentiate a project from a program (5 marks)
- (c) Planning is the key to successful projects. List the key steps completed during the planning phase of the project. (10 marks)

A project has an original budget of \$600 000 and after the first 4 months of a 12 months planned project, the Scheduled Costs, Actual Costs and Earned Values are as follows (25 marks)

	Month\$	Month \$	Month 3\$	Month 4\$
Schedule cost	32000	60000	150000	240000
Actual cost	35000	70000	160000	250000
Earned value	30000	50000	140000	230000

- 1) Draw the three curves, Scheduled, Actual & Earned Value
- 2) Calculate the Cost Variance for month 4
- 3) Calculate the Schedule Variance (cost based) for month 4
- 4) Find the Schedule Variance (time based) for month 4
- 5) Calculate the CPI for month 4
- 6) Calculate the SPI (cost based) for month 4
- 7) Find the SPI (time based) for month 4
- 8) Calculate the estimated final cost of the project
- 9) Calculate the estimated final completion time of the project

QV.3. (a) Explain the following techniques used in the process of estimating project cost (18 marks)

- (i) Analogous Estimating
- (ii) Parametric Estimating
- (iii) Bottom-Up Estimating
- (iv) Three-Point Estimates
- (v) Reserve Analysis
- (vi) Vendor Bid Analysis

(b) Plan cost management is one of the processes in the project cost management. The key output of this process is the cost management plan. List 6 major items of the cost management (7 marks)

QN.4. A number of demands are unique to the management of projects, and the success of a project manager depends to a large extent on how capably they are handled. Discuss the special demands on the project manager in the success of a project (25 marks).

QN5 (a). Briefly explain the following as related to power and leadership influence (15 marks)

- (i) Reward power:
- (ii) Coercive power:
- (iii) Legitimate power:
- (iv) Referent power:
- (v) Expert power:

(b) Name and briefly describe the approaches to leadership (10 marks)

QN.6 (a) what do you understand by project risks? Name the processes in the project risk management frame work (7 marks)

(b) Name and explain at least six contents of the risk management plan (8 marks)

(c) Explain at least five strategies of responding to project risks (10 marks)

GOOD LUCK

AND MERRY CHRISTMAS & HAPPY NEW YEAR