



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : MGT3134 PROJECT MANAGEMENT
 Trimester & Year : May – August 2019
 Lecturer/Examiner : Dr. Lai Ving Kam, Associate Professor
 Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
 - PART A (20 marks) : Answer only FOUR (4) short answer questions out of NINE (9) questions given.
 - PART B (80 marks) : Answer only FOUR (4) ESSAY Questions out of NINE (9) questions given. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used..

WARNING: The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

Total Number of pages = 7 (Including the cover page)

PART A : Short Answer Questions (20 Marks)
INSTRUCTION(S) : Answer only Four (4) short answer questions out of NINE (9) given.
Answers are to be written in the Answer Booklet provided.

Question 1

The Project Management Institute (PMI) created a set of standard terminology and guidelines for project management, which is known as the project management knowledge areas. Assess **FOUR (4)** of the knowledge areas.

(5 Marks)

Question 2

Identify and explain briefly the **FIVE (5)** project management process grouping.

(5 Marks)

Question 3

Assess FIVE (5) reasons why is Project Management Important?

(5 Marks)

Question 4

Identify **FIVE (5)** types of project challenges in revitalizing a poor performance in Marketing.

(5 Marks)

Question 5

Systems development life cycle (SDLC) is a structured step-by-step approach for developing information systems in project management. Identify **FIVE (5)** advantages in SDLC application.

(5 Marks)

Question 6

In project management schedule, illustrate the **SIX (6)** steps in construction the milestone.

(5 Marks)

Question 7

In project risk management, identifies the **FIVE (5)** options for risk treatment.

(5 Marks)

Question 8

Illustrate **THREE (3)** reasons for Cost Overruns in a project.

(5 Marks)

Question 9

Project risk management should be proactive rather than reactive. Identify **FOUR (4)** risk analysis techniques

(5 Mark)

END OF PART A

PART B : **ESSAY QUESTION (80 MARKS)**
INSTRUCTION(S) : **Answer only FOUR (4) ESSAY Questions out of NINE (9) questions given. Answers are to be written in the Answer Booklet provided.**

Question 1

Project management is a dynamic process that utilizes the appropriate resources of the organization in a controlled and structured manner, to achieve some clearly defined objectives identified as needs.

a. Describe the **FIVE (5)** critical characteristics of a project.

(10 Marks)

b. A standard project typically has the four major phases, each with its own agenda of tasks and issues. Taken together, these phases represent the path a project takes from the beginning to its end and are generally referred to as the project “life cycle. Illustrate these **FOUR (4)** phases and justify your answers.

(10 Marks)

(Total 20 Marks)

Question 2

In today’s competitive and multifaceted professional environment, project managers required to wear multiple hats, shifting between the everyday functions of managing a team to understanding the big picture strategy.

Construct and illustrate **EIGHT (8) ways** on how to be a better project managers?

(20 Marks)

Question 3

No matter what type of project you are working on, project managers need tools to help them manage all the moving parts of their project. Typically, a project manager will have more authority and responsibility. There is a long list of what roles a project manager is responsible for over the life cycle of a project.

Assess **EIGHT (8)** roles of Senior Project Manager in rejuvenate the sales of restaurant in resort hotel in Malaysia. Justify your answer.

(20 Marks)

Question 4

a. Explain **FIVE (5)** reasons why Project Management is a hard skill to master, but well worth learning.

(10 Marks)

b. Explain **FIVE (5)** causes of Project Failure.

(10 Marks)

(Total 20 Marks)

Question 5

In order to manage projects successfully, it is necessary to have a full system. A full project management system consists of seven components. If any one of the seven components is not in place or does not function satisfactorily, then you will have some difficulty managing projects. Identify and illustrate the **SEVEN (7)** components of the system.

(20 Marks)

Question 6

Systems development life cycle (SDLC) is a structured step-by-step approach for developing information systems in project management. It was an attempt to establish a structured approach to systems development. For management, each stage of the life cycle was a milestone with an associated date and set of deliverables. Identify the **SEVEN (7)** phases and describe the relevant activities.

(20 Marks)

Question 7

a. Construct **FOUR (4)** point on what is Contract Management?

(10 Marks)

b. Illustrate **FIVR (5)** contract's Terms and Conditions in project management.

(10 Marks)

(Total 20 Marks)

Question 8

a. In **FIVE (5)** simple terms describe what is Network Diagram in project management.

(10 Marks)

b. In "THEORY OF CONSTRAINTS" (TOC), illustrate the **FIVE (5)** processes in project management.

(10 Marks)

(Total 20 Marks)

Question 9

a. Describe the FIVE (5) heuristic of Time-Cost Tradeoff in project management

(10 Marks)

b. Identifying FIVE (5) tools and techniques Risks in project management

(10 Marks)

(Total 20 Marks)

End of Exam paper