



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 : September – December 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)

Question 1

Project Management is the art of organising, leading, reporting and completing a project through people. Illustrate **FIVE (5)** project failures attributed to lack of discipline, accountability and skills in both the presales (initiation) phase or during delivery.

(5 Marks)

Question 2

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. Describe **FIVE (5)** Project Management functions that are essential in high performance organization.

(5 Marks)

Question 3

Describe **FIVE (5)** responsibilities of the Project Manager in a five-star hotel in Malaysia.

(5 Marks)

Question 4

In a fast changing business sector illustrates **FIVE (5)** points on what is project closure.

(5 Marks)

Question 5

Assess in **FOUR (4)** processes on what is Project cost Management.

(5 Marks)

Question 6

Illustrate in **FOUR (4)** points on what is Contract Management.

(5 Marks)

Question 7

In a large infrastructure project, identifies the **FIVE (5)** approaches to Project Screening.
(5 Marks)

Question 8

Illustrate **FIVE (5)** ways on how do we manage communications in Project Management.
(5 Marks)

Question 9

In a fast changing smart phones sector justifies the **FIVE (5)** traits of an Effective Project Manager.
(5 Marks)

END OF PART A

Question 1

A project is a temporary endeavour undertaken to create a unique product or service and it is always conducted within a defined set of constraints.

- a. Summarize **FOUR (4)** specific management areas that Project Management entails in a large organization.

(8 Marks)

- b. Performance standards are aligned with specific company strategies and goals. Appraise **SIX (6)** Project Manager Competencies that are critical in project execution.

(12 Marks)

(Total 20 Marks)

Question 2

Systems development life cycle (SDLC) is a structured step-by-step approach for developing information systems. Typical activities include determining budgets; gathering business requirements; designing models and writing user documentation

Its systems development life cycle (SDLC) is an attempt to establish a structured approach to systems development. Assess **FIVE (5)** phases in SDLC.

(20 Marks)

Question 3

As a Project Manager of a System Development effort you are responsible for keeping the performing organization's management informed of your project's progress.

- a. 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. Identify and illustrate the **FOUR (4)** different development methodologies.

(14 Marks)

- b. People from every industry today rely on online solutions for client satisfaction and better results. Why use a Project Management system?

(6 Marks)

(Total 20 Marks)

Question 4

Organization uses a cost-benefit analysis process to examine decision, system or project or determine a value for intangibles. This model is built by identifying the benefit of an action as well as associated cost and subtracting the cost from benefits.

- a. Describe in **FIVE (5)** critical conditions on what should be the cost benefit analysis.
(10 Marks)
 - b. Cost management is the process of management accounting in project management to allow the business to predict impending expenditures. Construct the **FOUR (4)** basic principles of cost management in a project management.
(10 Marks)
- (Total 20 Marks)

Question 5

A project team is a team whose members usually belong to different groups, functions and are assigned to activities for the same project.

- a. Justify in **FIVE (5)** elements on what makes an Effective Team.
(10 Marks)
- b. Identify **FIVE (5)** reasons why teams fail.
(10 Marks)
(20 Marks)

Question 6

Project risk management is the process of identifying, analysing and responding to any risk that arises over the life cycle of a project.

- a. Project risk management should be proactive rather than reactive. Identify **FOUR (4)** risk analyses techniques.
(10 Marks)
- b. Good risk management is essential to the success of a business project. Illustrate the **FIVE (5)** steps in implementation of Risk Management.
(10 Marks)
(Total 20 Marks)

Question 7

Project resource management involves creating plans and processes so that these resources can be strategically management.

- a. Assess **FIVE (5)** aims of project resource management

(10 Marks)

- b. Illustrate **FIVE (5)** benefits of good project resource management in infrastructure project.

(10 Marks)

(Total 20 Marks)

Question 8

In project management, when resources are allocated to a project it is the Project Manager's responsibility for managing those resources efficiently. Creating a critical path schedule enables Project Managers to optimize their resources. A CPM schedule is important because it determines the most efficient way to deliver a project.

- a. Appraise **FIVE (5)** importance of PERT/CPM in an infrastructure project.

(10 Marks)

- b. Critical Path Analysis may be used as part of the decision making process enables a firm to plan and monitor operations , identify potential problems in implementing operation Describe **THREE (3)** advantages and **THREE (3)** disadvantage of Critical Path Analysis in a project management.

(10 Marks)

(Total 20 Marks)

Question 9

Project time management involves the processes required to ensure timely completion of a project. Processes include: activities definition, sequencing, duration estimation, schedule development and control

The following information is known about a project

Activity	Activity Time (days)	Immediate Predecessor(s)
A	7	--
B	2	A
C	4	A
D	4	B, C
E	4	D
F	3	E
G	5	E

- a. Draw the AON network for this project. (8 Marks)
- b. Assess what is the Critical Path and Project Duration. (12 Marks)
- (Total 20 Marks)

End of Exam paper