

**SULIT**

---



Second Semester Examination  
2020/2021 Academic Session

July/August 2021

**EAA486 – Project Management**

Duration : 1 hour

---

Please ensure that this examination paper contains **NINETEEN (19)** printed pages before you begin the examination.

**Instructions:** Answer **ALL** questions in the **ANSWER FORM** attached.

Please insert your index number in the **ANSWER FORM ATTACHED.**

...2/-

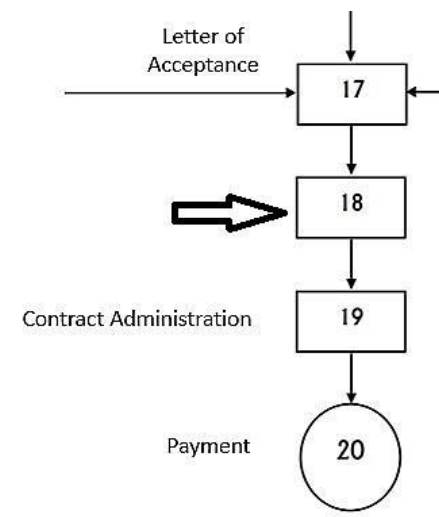
**SULIT**

1. Which of the following statements is best to describe procurement?
  - A. Process of buying or obtaining services from external parties
  - B. Process of acquiring a design drawing from contractor
  - C. Change of work scope using Variation Order (VO)
  - D. Direct purchase from a vendor
  - E. Labour law
  
2. Which of the following statements is best to describe business procurement?
  - A. Preparation
  - B. Solicitation
  - C. Payment process
  - D. Competitive tendering
  - E. Procurement best practice
  
3. Which of the following statements is best to describe the purposes of procurement?
  - I. Support operational requirements of an organization
  - II. Develop strong relationship with other functional groups
  - III. Support organizational goals and objectives
  - IV. Achieve competitive advantage over other business rivals
  - A. I and II
  - B. I, II and III
  - C. II and IV
  - D. I, II, III and IV
  - E. I only

4. The followings are the key inputs for Plan Procurement Management, EXCEPT:
- A. Stakeholder register
  - B. Project scheduling
  - C. Project management plan
  - D. Market research
  - E. Activity cost estimates
5. Determine the key outputs expected from a Conduct Procurement Management stage:
- I. Select a preferred bidder
  - II. Change request from owner/client
  - III. Project planning updates
  - IV. Bill of quantities
- A. I only
  - B. I, II and III
  - C. II and IV
  - D. I, II, III and IV
  - E. I and II

6. Which of the following tools/techniques are commonly being used in Control Procurement Management?
- I. Approved change request
  - II. Work performance data
  - III. Project documentation updates
  - IV. Brainstorming
- A. I and II
  - B. I, II and III
  - C. II and IV
  - D. II, III and IV
  - E. I, II, III and IV
7. Which of the following statements is correct on the classification of Malaysian contractors?
- A. G1 - Limit of tender not exceeding RM300,000
  - B. G3 - Limit of tender not exceeding RM1,000,000
  - C. G4 - Limit of tender not exceeding RM5,000,000
  - D. G5 - Limit of tender not exceeding RM10,000,000
  - E. G7 - Limit of tender not exceeding RM20,000,000

8. Identify the procurement process involved at stage 18:



- A. Negotiation
- B. Solicitation
- C. Prepare Full Business Case (FBC) report
- D. Signing of agreement
- E. Contract award
9. Identify one of the key advantages of local procurement in comparison to the one which is currently being implemented in a foreign country such as Singapore.
- A. Fair and transparent process where quotations and tenders to be called publicly and openly for each and every government project
- B. An Inventory Procurement Chapter has been published and used as a guideline for contractors/suppliers to procure government projects
- C. Good governance and best practices being adopted to induce procurement transparency
- D. The schedule of bids received and contract award notice are published publicly after quotation/tender closing to ensure transparency
- E. A third party assessor is appointed to assist a tender evaluation

10. Which of the following statements is best to describe the purposes of Public Sector Comparator (PSC)?
- A. Uses the estimated savings acquired from a value management workshop that can be utilized from the initial capital cost
  - B. Compares the proposed project with best past project that has identical output specification for viability decision
  - C. Relies solely on the Cabinet Ministers to decide on the project sanction
  - D. Determines private investment that provides better value-for-money (VFM) outcomes compared to publicly-funded ones
  - E. Utilises public fund to procure government projects through direct negotiation
11. Which of the following constraints is NOT typically found in managing projects?
- A. Time
  - B. People
  - C. Cost
  - D. Performance
  - E. Both "People" and "Performance" are not typical constraints
12. Which of the followings is NOT typically the responsibility of a project manager?
- A. Meeting budget requirements
  - B. Meeting schedule requirements
  - C. Meeting performance specifications
  - D. Coordinates the actions of the team members
  - E. All of these are typical responsibilities

13. "To construct a high-quality and customized building using green building technology within five months at costs not to exceed RM 780,000" is best classified as
- A. A deliverable
  - B. A milestone
  - C. An objective
  - D. A limit
  - E. An exclusion
14. The process of forecasting or approximating the time and cost of completing project deliverables are called
- A. Budgeting
  - B. Predicting
  - C. Estimating
  - D. Planning
  - E. Anticipating
15. In reviewing the project plan, you notice that the first prototype is due by 15 October 2021. This would be best classified as a
- A. Project target
  - B. Limit item
  - C. Milestone
  - D. Project objective
  - E. Critical goal

16. A good starting point for developing time and cost estimates is
- A. Past experience
  - B. Work packages
  - C. Task analysis
  - D. Time and motion studies
  - E. Work breakdown structure
17. Reasons why estimating time and cost are important include the following:
- I. To schedule work
  - II. To determine how long the project should take and cost
  - III. To develop cash flow needs
  - IV. To determine how well the project is progressing
- A. I and II
  - B. I and III
  - C. II and IV
  - D. I, II and III
  - E. All the above
18. A communication management plan identifies the relevant information that should be communicated to
- A. The project team
  - B. The project stakeholders
  - C. The project board
  - D. The project sponsor
  - E. The project financier



19. The biggest challenge to managing a virtual project team is:
- I. Getting reports and technical information completed on time
  - II. Developing trust
  - III. Establishing effective patterns of communication
- A. I and II
  - B. I and III
  - C. III only
  - D. II and III
  - E. I, II and III
20. Project communication is best described by the following statement:
- A. A project sponsor is responsible for all communication methods and media.
  - B. Different stakeholders typically have different communication needs.
  - C. It is best to have a standard set of project reports used for every project.
  - D. Email is the only way to communicate with large numbers of people.
  - E. Include face-to-face time if at all possible.
21. "Project scope" is best defined as:
- A. The features and functions that characterize a project, service, or result
  - B. The work performed to deliver a project, service, or result with the specified features and functions
  - C. The scope baseline
  - D. The plan to manage the changes to a project.
  - E. The features and functions that manage a project, service, or result

22. You are a new project manager that is replacing a previous project manager. You want to know more about the scope baseline of the project. Select three documents that will be most useful to you.
- A. Project Management Plan, Scope Management Plan, WBS
  - B. Scope Management Plan, WBS, WBS Dictionary
  - C. Project scope statement, WBS, WBS Dictionary
  - D. Project scope statement, Scope Management Plan, WBS
  - E. Plan to manage the scope
23. In order to collect all of the scope requirements, you want to use a systematic approach to evaluate and rank many ideas that are generated by your team. Select the most suitable technique for the analysis.
- A. Brainstorming
  - B. Idea/mind mapping
  - C. Facilitated workshops
  - D. Multicriteria decision analysis
  - E. Work break down structure
24. Which of the following statements must be included in the project charter?
- A. Progressively elaborated project description
  - B. Project purpose or justification
  - C. Acceptance criteria
  - D. Project deliverables
  - E. Project acceptance

25. In a meeting, a team member describes the project scope statement as the decomposition of all of the work to be carried by the project team to accomplish the project and create the required documents. Choose the wrong statement with this team member's statement from the followings:
- A. The team member is actually describing the WBS.
  - B. The team member is actually describing work packages.
  - C. The team member is actually describing the scope management plan.
  - D. The team member is not relevant
  - E. The team member is not available
26. The most crucial individuals in validating scope:
- A. Program manager
  - B. Project manager
  - C. Project sponsor or client
  - D. Quality assurance manager
  - E. Project management
27. The tool or technique that a project manager would use to control scope:
- A. Variance analysis
  - B. Inspection
  - C. Expert judgment
  - D. Product analysis
  - E. Project schedule

28. Select the incorrect scheduling statement from the followings:
- A. The activity is the time consuming part of a project
  - B. The beginning and end of an activity, are called duration
  - C. The activity which consumes maximum time, is called a node
  - D. Logically and sequentially connected activities and events form a network
  - E. Schedule follows the sequence of project
29. The time by which activity completion time can be delayed without affecting the start of succeeding activities, is known as
- A. duration
  - B. total float
  - C. free float
  - D. interfering float
  - E. all the above
30. A construction schedule is prepared after collecting
- I. number of operations
  - II. output of labour
  - III. output of machinery
  - IV. quantity of various items
- A. I and II
  - B. II and III
  - C. I, II and III
  - D. II, III and IV
  - E. I, II, III, and IV

31. Project Management matters due to
- I. Defines a plan and organises chaos
  - II. Schedule and plan
  - III. Teamwork
  - IV. Optimise resources
  - V. Manages teams.
- A. I, II and III
  - B. I, II and IV
  - C. III, IV and V
  - D. I, III and V
  - E. All of the above
32. Select which of the statements below are correct.
- I. Using project management strategies greatly reduces the risk of budget overruns.
  - II. Managing project is easy.
  - III. Project management controls quality.
  - IV. Project management ensures that knowledge is captured and managed.
  - V. Project management ensures that lessons are learned from project success and failure.
- A. I, II and III
  - B. I, IV and V
  - C. III, IV and V
  - D. I, III and IV
  - E. All of the above

33. Select which of the statements below describe the importance of Project Management
- I. it ensures what is being delivered, is right, and will deliver real value against the business opportunity.
  - II. it ensures proper expectations are set around what can be delivered, by when, and for how much.
  - III. it ensures the right people do the right things, at the right time.
  - IV. it ensures a project's progress is tracked and reported properly.
  - V. it ensures risks are properly managed and mitigated against to avoid becoming issues.
- A. I, II and III
  - B. I, IV and V
  - C. III, IV and V
  - D. I, III and IV
  - E. All of the above
34. Select which of the combinations below is to describe a triple constraint.
- A. Time, Cost, Quality only
  - B. Cost, Scope, Time only
  - C. Quality, Cost, Scope only
  - D. Time, Cost, Scope, and Quality in the Centre of Triangle
  - E. Time, Cost, Quality, and Scope in the Centre of Triangle

35. Select which of the statements below is correct to describe a triple constraint.
- I. Projects must be delivered within cost
  - II. Projects must be delivered on time
  - III. Projects must meet the agreed scope
  - IV. Projects must meet the performance required
  - V. Projects must also meet customer quality requirements
- A. I, II and III
  - B. I, II, III and V
  - C. III, IV and V
  - D. I, II, III and IV
  - E. All of the above
36. Select which of the combinations below is to describe a project management diamond.
- A. Time, Cost, Expectation, and Scope are the vertices, with as Quality a central theme
  - B. Time, Cost, Expectation, and Quality are the vertices, with Scope as a central theme
  - C. Time, Cost, Expectation, and Quality are the vertices, with Performance as a central theme
  - D. Time, Cost, Quality, and Scope are the vertices, with Expectation as a central theme
  - E. Time, Quality, Expectation, and Scope are the vertices, with Cost as a central theme

37. A proactive leader is best described as
- A. A leader whose ability to lead and motivate a team is critical in progressing any project.
  - B. A leader who focuses on the project's strategic mission.
  - C. A leader who inspires and engages his/her teams and provides them with a great deal of autonomy.
  - D. A leader who is more reactive and deal with the immediate issues as they arise in a project.
  - E. A leader who is through task management, a more authoritative, directive method.
38. A people management leader is best described as
- A. A leader whose ability to lead and motivate a team is critical in progressing any project.
  - B. A leader who focuses on the project's strategic mission.
  - C. A leader who inspires and engages his/her teams and provides them with a great deal of autonomy.
  - D. A leader who is more reactive and deal with the immediate issues as they arise in a project.
  - E. A leader who is through task management, a more authoritative, directive method.



39. One management skill a Project Manager must have is Conflict Management skills. Select the definitions listed below to best describe Conflict Management.

- I. dispute resolution or alternative dispute resolution.
- II. also known as conflict resolution.
- III. a process of resolving dispute or disagreement.
- IV. methods include negotiation, mediation, and diplomacy.
- V. a process to reconcile opposing arguments that promotes and protects the human rights of all parties concerned.

- A. I, II and III
- B. I, II, III and IV
- C. III, IV and V
- D. I, II, III, IV and V
- E. II, III, IV and V

40. In establishing a team to work to achieve high performance, a Project manager can apply the following stages;
- I. Forming stage– allowing people to get to know their colleagues and way of working.
  - II. Norming stage - People start to resolve their differences, appreciate one another's strengths, and respect your authority as a leader.
  - III. Storming stage – people start to push against established boundaries, conflict can arise between team members.
  - IV. Performing stage – team members take on various roles and responsibilities, differences between team members are appreciated.
  - V. Adjourning stage – team members are disbanded.
- 
- A. I, II and III
  - B. I, II, II and IV
  - C. II, III, IV and V
  - D. I, III and V
  - E. All of the above

**Answer**

1		2		3		4		5	
6		7		8		9		10	
11		12		13		14		15	
16		17		18		19		20	
21		22		23		24		25	
26		27		28		29		30	
31		32		33		34		35	
36		37		38		39		40	

**-oooOOooo-**