

**SULIT**

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Second Semester Examination  
2021/2022 Academic Session

July/August 2022

**EAA486 – Project Management**

Duration : 1 hour

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Please ensure that this examination paper contains **SIXTEEN (16)** printed pages including answer form before you begin the examination.

**Instructions:** This paper contains **PART A** and **PART B**. Answer **ALL** questions.

**PART A:** Please **ANSWER** in a **FORM ATTACHED AND SUBMIT WITH ANSWER SCRIPT BOOK**.

**PART B:** Please answered in a **ANSWER SCRIPT BOOK**.

All questions **MUST BE** answered on a new page.

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**PART A (30 MARKS)**

1. The project manager and other stakeholders use expert judgment, analytical techniques and meetings to manage cost. Identify the first step in project cost management.
  - A. Allocate project cost estimates to individual material resources.
  - B. Plan how costs will be managed.
  - C. Control project costs.
  - D. Monitor cost performance.
  - E. Develop several estimates of costs for different types of resources.
  
2. Identify the best description of cost budgeting in managing a project.
  - A. The process of developing the future trends along with the assessment of probabilities, and uncertainties.
  - B. The process of assembling and predicting costs of a project over its life cycle.
  - C. The process of resources allocations, standards and a monitoring system by which the investment cost of the project can be measured and managed.
  - D. The process of gathering, accumulating, analysing, reporting, and managing the costs on an on-going basis.
  - E. The process of analysing inflation effects on project cost that could occur during the project.

3. Identify the terminology that commonly being used to portray an accurate estimate for project costs.
- A. Definitive Estimate.
  - B. Baseline Estimates.
  - C. Direct Costs Estimates.
  - D. Indirect Costs Estimates.
  - E. Contingency Reserves.
4. A cost-estimating technique that uses project characteristics in a mathematical model to estimate project costs is known as \_\_\_\_\_.
- A. Learning Curve Theory.
  - B. Cost Baseline.
  - C. Life Cycle Costing.
  - D. Parametric Modeling.
  - E. Planned Value.
5. One of the greatest challenges of project management is managing time efficiently. Identify the key processes for effective time management of a project.
- A. Define and sequence activities.
  - B. Estimate activity resources.
  - C. Determine activity durations.
  - D. Develop and control schedule.
  - E. All of the above are valid processes.

6. A project manager should periodically \_\_\_\_\_ to make sure that adequate time and funds are available to complete the project.
- A. review project plans.
  - B. discuss the possible project risks.
  - C. determine project uncertainties.
  - D. recalculate and estimate project duration.
  - E. prepare team performance report.
7. Determine the most critical aspect in developing a project plan that meets project specifications within the time frame and at the lowest costs.
- A. Assessing risk management.
  - B. Providing documents that specifically comply with the quality standards in use.
  - C. Emphasizing error prevention and customer satisfaction.
  - D. Requiring commitment to quality by all the employees and business partners.
  - E. Developing a project execution plan that matches the complexity level of the project.
8. In order to develop and establish a proper communication plan within a project, identify the type of analysis that a project manager needs to consider for execution.
- A. Budget.
  - B. Stakeholder.
  - C. Resource.
  - D. Time.
  - E. Schedule.

9. As remote work becomes more of a reality than a passing trend, project managers are going to need newer strategies to manage virtual teams through virtual communications. One advantage of virtual communications is that:
- A. Nonverbal signals can have an impact on discussions.
  - B. It relies on software, machines and the Internet.
  - C. It is easy to detect signs of conflict within the project team.
  - D. It is easy access to a wider resource and information for the project.
  - E. The project team will always be co-located.
10. Factors that can affect the choice of communication technology in managing a project generally include all of the following EXCEPT:
- A. Urgency of the need for information.
  - B. Availability of technology.
  - C. Requirements of project members.
  - D. Confidentiality of the information.
  - E. Sensitivity and safety of the information.

11. Identify following statements that are TRUE about the principles of Project Management.
- I. There will always be a start and end date.
  - II. It will be a routine job.
  - III. Tasks will be carried out in an ad-hoc manner.
  - IV. There will always be a new experience.
- 
- A. I only
  - B. I and II
  - C. I and III
  - D. I and III
  - E. I and IV
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12. One of the followings are NOT the enablers for good "Project Management".
- A. Good data management.
  - B. Very senior staff.
  - C. Sufficient funding.
  - D. Suitable adoption of technologies.
  - E. Good communication platform.

13. Choose the TRUE statements about the FUTURE and “PROJECT MANAGEMENT”.

- I. Industry Revolution 4.0 (IR4.0) is already here and is already affecting the industry.
- II. Companies can easily adjust to the needs of the future by employing technology-savvy staff.
- III. Companies need to make sure staff members are given new knowledge as part of lifelong learning.
- IV. Sometimes, processes need to be adjusted to be more appropriate in the future.

- A. I only
- B. I and II
- C. I, II, and III
- D. I, III, and IV
- E. All answers

14. Project Management can be defined as

- A. The art of making sure that the needs of the companies are met.
- B. The overall planning and coordinating of human and material resources and making sure that the money is always available.
- C. The process of managing a project to achieve the intended goals and outcomes.
- D. The process of making sure that every member of staff will play a role.
- E. Making sure that we have the right team to deliver the requirements of the project.

15. Identify statements that are best to describe the adoption of PRINCIPLES of GOOD MANAGEMENT.
- I. Every team member must be accountable. If you do not conform to the timeline and the expected quality, I will penalise you.
  - II. We are slightly delayed in our progress. Let us think of excuses to tell our client when we are due for an extension of time.
  - III. We can always catch up, our team is good at working when under pressure.
  - IV. We need to use data to keep track of our progress. It will tell us if we are falling back or if we are good with time.
- A. I, II, III AND IV
  - B. I, II, and III
  - C. II, III, and IV
  - D. I and III
  - E. I and IV
16. Many studies have been conducted on the causes of project failures including "Lack of Leadership". Determine which of the following statements is NOT CORRECT on "Lack of Leadership".
- A. The role of top management is to get projects in. The rest will be done by the team and top management does not need to know the details.
  - B. Project leaders must be able to do appropriate planning at the start of the project.
  - C. The project leader assumes everyone knows what to do because they have a very experienced team.
  - D. Top management will find a way to tell good stories about the progress of the project. That is their job.
  - E. The company believes in delegating work, and once delegated, the boss expects it to be delivered. No question about it.



**Questions 17 and 18 will be based on the following situation.**

My company is going for a bid to help transform a government organization to be ready for IR4.0. This organization has been around for more than thirty years and the current management insists that they must now adopt the IR4.0 technologies, or otherwise, they will not be able to function effectively. My company is small, but we can collaborate with friends to maximise the resources amongst us, especially the talent pool. We do not have enough people in the IR4.0, but there are always people available to be hired, and we can use academicians from the university. Our cash flow is also not strong, but we will make sure that our bid is the lowest, and we will have our ways to know the estimated cost for the project. The government procurement system favours bids with a lower ceiling. We have been awarded government contracts several times previously, even though we always had to request an extension of time. Once we get the project, we will make sure that we define the project's structure properly, quickly assemble a team, assign roles and responsibilities, and we will be able to deliver the needs of the project according to schedule. I am also going for another project, and we need to be appointed for both projects to survive. We can share resources between the two projects.

17. Based on the situation above, identify statement that is able to comply with the principle of good project management.
- A. The company has enough experience in government procurement bids.
  - B. The company will use ways to find out about the estimated cost for the project as determined by the project owner.
  - C. The company does not have enough talent in the 4IR sector.
  - D. The company will define the project's structure properly and will make sure every team member knows their roles and responsibilities.
  - E. The sharing of talent in between several projects saves costs.

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18. Based on the described situation, determine the likely causes of failure if this company is being awarded with the project contract.
- I. Competency of talent issues.
  - II. Unclear roles and responsibilities among team members.
  - III. Inadequate cash flow to deliver the project.
  - IV. There is no monitoring of progress in place.
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- A. I only
  - B. I and II
  - C. I and IV
  - D. II and III
  - E. I and III
- 
19. Choose ONE factor that is NOT among the critical factors for an effective project management.
- A. Having a CEO who is very experienced.
  - B. Having a politician as the chairman of the board of directors.
  - C. Make sure that the board of directors is gender-balanced.
  - D. All managers and supervisors practice the "OPEN-DOOR" concept.
  - E. Establishes a social media platform to establish effective communication.

20. Identify common mistakes that should be avoided in project management.
- I. Everyone should be treated the same.
  - II. Only those who deliver their task according to time and quality should be rewarded accordingly.
  - III. The CEO and top management should always be in the limelight, the rest are just workers and need not be acknowledged.
  - IV. The company should invest in a good monitoring system, to track the performance of staff and the progress of deliverables.
- A. I and IV
  - B. II and III
  - C. III and IV
  - D. II and IV
  - E. I and III
21. A construction schedule is prepared after collecting
- A. number of operations.
  - B. output of labour.
  - C. output of machinery.
  - D. quantity of various items.
  - E. all of the above elements.

22. 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.
23. Choose an incorrect statement from the following options.
- A. The activity is the time consuming part of a project.
  - B. The beginning and end of a job, are called events.
  - C. The activity which consumes maximum time, is called a node.
  - D. Logically and sequentially connected activities and events form a network.
  - E. None of these.
24. Determine the tool or technique in which a project manager should be using to control project scope.
- A. Variance analysis.
  - B. Inspection.
  - C. Expert judgment.
  - D. Product analysis.
  - E. None.

25. Identify the most important personnel that involves in scope validation.
- A. Program manager.
  - B. Project manager.
  - C. Project sponsor or customer.
  - D. Quality assurance manager.
  - E. None.
26. A team member of a project described 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”. The team member was actually describing.
- A. A Work Breakdown Structure (WBS).
  - B. The small work packages involved.
  - C. A scope management plan for the project.
  - D. The role and responsibility of the contractor.
  - E. The critical path of the project.
27. Determine a common statement that usually being drafted into a project charter but not stated in the scope statement of a project.
- A. Progressively elaborated project description.
  - B. Project purpose or justification.
  - C. Acceptance criteria.
  - D. Project deliverables.
  - E. None.

28. Your project is currently at the planning stage. In order to identify scope requirements for the project, you need to have a systematic approach to generate ideas and acquire information from your team members. Identify the best approach that able to comply with these needs.
- A. Brainstorming.
  - B. Idea/mind mapping.
  - C. Facilitated workshops.
  - D. Multicriteria decision analysis.
  - E. None.
29. As a new manager, you need to know more detail on the scope baseline of a particular project. Identify the documents that would be useful for this purpose.
- 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. None.
30. "Product scope" is best described as:
- A. The features and functions that characterize a product, service, or result.
  - B. The work performed to deliver a product, service, or result with the specified features and functions.
  - C. The scope baseline.
  - D. The plan to manage the changes to a product.
  - E. None.

**PART B (10 MARKS)**

1. A fair and transparent procurement process that has been widely practiced in most of the public sector projects around the world through an open tender. As a result, each interested contractor has been offered with a reasonable chance to win the advertised tender as long as their submitted bids fulfilled the technical capacity and financial capability required. However, most of the construction contracts in Malaysia particularly for complex and mega projects have been awarded to the same company.

Based on your knowledge, distinguish with appropriate justification why the current practice in Malaysia is as such compared to other countries even when a standardized procurement process has already been imposed by the Malaysian government.

[10 marks]

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**PART A****ANSWER FORM - SUBMIT WITH ANSWER SCRIPT BOOK****EAA486 – PROJECT MANAGEMENT****INDEX NO: \_\_\_\_\_**

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