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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2015/2016**

COURSE NAME : PROJECT MANAGEMENT
COURSE CODE : BPA 31803
PROGRAMME : 3 BPA
EXAMINATION DATE : DECEMBER 2015/JANUARY 2016
DURATION : 2 HOURS 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

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Q1 Budget is an important part of planning process as it describes the plan for allocating project resources. Once the budget is set, it is used as part of the project control mechanism during execution.

- (a) Discuss **TWO (2)** common problems faced by the project financial controller.
(10 marks)
- (b) Define the bottom-up budgeting process.
(3 marks)
- (c) Analyse the reasons for senior managers' view the bottom-up budgeting process as being risky.
(12 marks)

Q2 PERT and CPM are the most commonly used approaches to project scheduling. Both were introduced in the 1950s. PERT has been primarily associated with R&D projects, while CPM with construction projects. Today PERT is not used much since project management software generates CPM style networks.

- (a) Describe **TWO (2)** benefits of forming a network of activity and event relationships that graphically portrays sequential relations between tasks in a project.
(10 marks)
- (b) Demonstrate the importance of evaluating non-critical paths that possess large variances and/or path times that are close to critical in duration.
(15 marks)

Q3 Resource leveling is a technique in project management that overlooks resource allocation and resolves possible conflict arising from over-allocation. When project managers undertake a project, they need to plan their resources accordingly.

- (a) Discuss **TWO (2)** advantages obtained from resource leveling.
(5 marks)
- (b) Describe the basic procedure for resource leveling.
(10 marks)
- (c) Suggest **TWO (2)** options for leveling the load placed on resources.
(10 marks)

- Q4** (a) A primary purpose of evaluation is to help translate the achievement of the project's goals into a contribution to the parent organization's direct goals.

List **FIVE (5)** potential benefits that could be applied to ongoing and future projects from recommendations obtained from such an evaluation.

(10 marks)

- (b) Project evaluation often makes recommendations that relate to the ancillary objectives of the parent organization.

Determine the problems associated with finding the ancillary goals of a project.

(15 marks)

-END OF QUESTIONS-