



**UTHM**

Universiti Tun Hussein Onn Malaysia

**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER I  
SESSION 2019/2020**

COURSE NAME : PROJECT MANAGEMENT  
COURSE CODE : BPA 31803  
PROGRAMME CODE : BPA / BPB / BPP  
EXAMINATION DATE : DECEMBER 2019 / JANUARY 2020  
DURATION : 3 HOURS  
INSTRUCTION : ANSWER ALL QUESTIONS

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THIS QUESTION PAPER CONSISTS OF **FOUR (4)** PAGES

- Q1** (a) Project Manager conducts a project evaluation meeting with all the project team members to review the project performance, problems faced, issues that cropped up in the project and conflicts.
- Discuss **THREE (3)** topics normally discussed by Project Manager during post evaluation phase/stage. (6 marks)
- (b) The following information is available during the ninth month of the project; actual cost RM3,000.00, earned value RM3,100.00, and planned cost RM3,400.00.
- Compute the schedule variance (SV) and cost variance (CV) for the project. (4 marks)
- (c) On day 51 a project has an earned value of RM700.00, an actual cost of RM750.00, and a planned cost of RM660.00.
- (i) Compute the variance (SV), cost variance (CV), and cost performance index (CPI) for the project. (5 marks)
- (ii) Analyze your assessment of the project on day 51. (5 marks)
- Q2** (a) State **FOUR (4)** common reasons for project crashing. (4 marks)
- (b) Explain why the use of scheduling overtime is popular for getting projects back on schedule. (4 marks)
- (c) Explain ways to shorten the critical path and save money. (3 marks)

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- (d) Information below is provided to compress one-time unit per move using the least cost method. Reduce the schedule until you reach the crash point of the network is tabulated in **Table Q2**.

(3 marks)

**Table Q2: Faiza Corporation Factory Project**

Activity	Predecessor	Crash Cost (Slope) (RM)	Maximum Crash Time	Normal Time	Normal Cost (RM)
A	None	0	0	3	150
B	A	100	1	4	200
C	A	60	1	3	250
D	B,C	40	1	4	200
E	C	0	0	2	250
F	B	30	2	3	200
G	F	20	1	2	250
H	D,E	60	2	4	300
I	G,H	200	1	2	200

- (i) Identify the crash activity for each move.

(2 marks)

- (ii) Compute the adjusted total cost.

(3 marks)

- (iii) If the indirect cost for each duration are:

RM1,500 for 17 weeks,  
 RM1,450 for 16 weeks,  
 RM1,400 for 15 weeks,  
 RM1,350 for 14 weeks,  
 RM1,300 for 13 weeks,  
 RM1,250 for 12 weeks,  
 RM1,200 for 11 weeks,  
 RM1,150 for 10 weeks,

Determine the optimum cost-time schedule for the project.

(20 marks)

- Q3** (a) Compare between the work breakdown structure (WBS) and project network.

(8 marks)

- (b) Illustrate the relationship between WBS and project networks.

(4 marks)

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- (c) Explain the important of slack to the project manager. (4 marks)
- (d) Outline **SEVEN (7)** elements of Project Closeout Management model. (14 marks)
- Q4** (a) Explain **THREE (3)** needs of accurate estimates for effective project management. (6 marks)
- (b) State **TWO (2)** major types of cost and determine which costs are controllable by the project manager. (4 marks)
- (c) Calculate the direct cost of labor for a project team member using data from **Table Q4**.

**Table Q4: Data for direct labor cost calculation**

No.	Description	Value
1	Hourly rate (RM/hour)	40.00
2	Hours needed (hours)	90
3	Overhead rate (%)	40

(5 marks)

- END OF QUESTIONS -

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