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**UNIVERSITI TUN HUSSEIN ONN
MALAYSIA**

**FINAL EXAMINATION
SEMESTER II
SESSION 2010/2011**

COURSE NAME : PROJECT MANAGEMENT
COURSE CODE : BPA 3093 /BPA 31803
PROGRAMME : 3 BPA
EXAMINATION DATE : APRIL/MAY 2011
DURATION : 2 HOURS 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF 4 PAGES

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- Q1 Final project report consists of an evaluation of a number of projects and organizational factors.
Discuss the importance of final project report preparation.
(10 marks)
- Q2 In spite of project management's best efforts, there are many issues that could affect the ability to conduct reasonable and accurate project cost estimates.
Discuss how cost overruns occur in cost estimation.
(10 marks)
- Q3 Risk identification is the process of determining the specific risks factors that can reasonably be expected to affect the project.
Classify risk identification strategy according to its classification cluster.
(10 marks)
- Q4 Numerous studies have found that a clear sense of mission, an understanding of team interdependencies, cohesiveness, high level of trust, a high level of trust, a shared sense of enthusiasm and a result oriented team as effective team qualities.
Explain how these qualities influence project team's effectiveness.
(10 marks)
- Q5 Resource allocation across multiple projects requires project scheduling in order to increase the efficiency of resource use. However, when projects compete for resources at the same time, there are needed to prioritize the resources to maximize their availability.
Describe number of potential methods for resolving resource allocation challenges in a multi project setting
(10 marks)

- Q6 Table Q6 shows a set of activities with expected durations and immediate predecessor that have to be undertaken to complete a project.

Table Q6: Activity with Predecessor and Expected Durations (Days)

ACTIVITY	PREDECESSOR	EXPECTED DURATION (DAYS)
A	-	6
B	A	7
C	A	5
D	B	3
E	C	4
F	C	5
G	D,E	8
H	F,G	3

- (a) Construct an activity network to complete the above project. (15 marks)
- (b) Identify the critical path from that activity network. (10 marks)

- Q7 (a) Base on Table Q7 (b), calculate
- (i) The cost for individual project team. (15 marks)
- (ii) The overall cost direct cost of labour. (5 marks)

Table Q7 (b): Direct Labour Cost

Name	Hours Needed	Overhead Charge	Personal Time Rate	Hourly Rate	Total Direct Labour Cost
Hazim	40	1.80	1.12	RM21/hour	
Yusoff	40	1.80	1.12	RM40/hour	
Asyraf	60	1.35	1.05	RM10/hour	
Bakhtiar	25	1.80	1.12	RM32/hour	
Total Direct Labour Cost					

- (b) Explain the difference between direct cost and indirect cost. (5 marks)

END OF QUESTION PAPER