



FINAL EXAMINATION
MARCH 2024

COURSE TITLE	PROJECT MANAGEMENT
COURSE CODE	RMGT3313
DATE/DAY	19 JUNE 2024 / WEDNESDAY
TIME/DURATION	02:00 PM - 04:00 PM / 02 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES :

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 6 Printed Pages including front page)

*****DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*****

This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [60 MARKS]

SECTION A

(20 Marks)

There are TWENTY (20) questions in this part. Answer ALL questions in the answer booklet provided.

1. What is one of the main activities during the project initiation phase?
 - A. Detailed project planning.
 - B. Project execution.
 - C. Project closure.
 - D. Determining business or technical objectives.

2. What is the purpose of developing a Work Break Down Structure (WBS) during the project planning phase?
 - A. To allocate project resources.
 - B. To identify project risks.
 - C. To define project deliverables.
 - D. To schedule project tasks.

3. What is one of the key outputs of the execution/performing phase of a project?
 - A. Initiating project closure procedures.
 - B. Documenting performance reports.
 - C. Identifying project risks.
 - D. Developing a project schedule.

4. Which statement **BEST** describes the closure phase of a project?
 - A. Handing off completed deliverables.
 - B. Initiating project activities.
 - C. Implementing project plans.
 - D. Monitoring project progress.

5. The project objective includes the expected _____.
 - A. benefits
 - B. risks
 - C. challenges
 - D. constraints

6. Which component is typically included in the Project Scope Document to outline the tasks necessary to achieve project objectives?
 - A. Customer requirements.
 - B. Statement of Work.
 - C. Deliverables.
 - D. Work Breakdown Structure.

7. What is a potential consequence of scope creep in a project?
 - A. Formal changes to the project.
 - B. Increased efficiency.
 - C. Informal changes to the project.
 - D. Improved communication.

8. Which component is part of a Plan for Quality to guide the application of quality tools and techniques?
 - A. Project milestones.
 - B. Risk assessment matrix.
 - C. Written procedures for quality tools and techniques.
 - D. Resource allocation plan.

9. When estimating activity costs, one must account for the expenses related to _____.
 - A. transportation
 - B. insurance
 - C. materials
 - D. marketing

10. Which approach to determining the Aggregate Total Budgeted Cost involves allocating an overall budget to the project without a detailed breakdown?
 - A. Top-down approach.
 - B. Bottom-up approach.
 - C. Lateral approach.
 - D. Vertical approach.

11. If the Cumulative Actual Cost (CAC) for a project is \$5,000 and the Cumulative Earned Value (CEV) is \$6,000, what is the Cost Variance (CV)?
 - A. \$1,000.
 - B. \$2,000.
 - C. \$3,000.
 - D. \$4,000.

12. If the Cumulative Earned Value (CEV) for a project is \$8,000, and the Cumulative Actual Cost (CAC) is \$10,000, what is the Cost Performance Index (CPI)?
- A. 0.80.
 - B. 0.90.
 - C. 1.10.
 - D. 1.25.
13. Which of the following is **NOT** a project manager's responsibility?
- A. Planning the project.
 - B. Securing and organising appropriate resources.
 - C. Monitoring and controlling project progress.
 - D. Implementing project tasks.
14. What is a crucial aspect of a project manager's leadership ability regarding the project team?
- A. Micromanagement
 - B. Keeping the team uninformed
 - C. Providing guidance and coaching
 - D. Limiting team involvement
15. What barrier to delegation stems from a project manager's lack of trust in the skills and abilities of team members?
- A. Fear criticism for mistakes
 - B. Lack of confidence in the capability of others
 - C. Can do it better or faster yourself
 - D. Lack self-confidence
16. What is a key aspect of a project manager's negotiating skills when interacting with others?
- A. Employing authoritative tactics.
 - B. Developing a trusting relationship.
 - C. Ignoring cultural differences.
 - D. Eroding relationships.
17. What is a key step in the project closing process aimed at capturing insights and improving future project performance?
- A. Organize and archive project documents.
 - B. Recognize and evaluate staff.
 - C. Conduct post-project evaluation.
 - D. Document lessons learned.

18. How does a post-project evaluation contribute to future project success?
- A. By holding individual meetings with team members.
 - B. By preparing project schedule.
 - C. By identifying improvements and lessons learned.
 - D. By conducting a project kick-off meeting.
19. What action is typically taken regarding customer satisfaction during the post-project evaluation meeting?
- A. Assessing team member performance.
 - B. Obtaining feedback with open-ended questions.
 - C. Discussing future opportunities.
 - D. Assessing the level of customer satisfaction.
20. What is a critical success factor related to lessons learned in project management?
- A. Capturing and documenting lessons learned.
 - B. Conducting customer evaluations.
 - C. Organizing and archiving project documentation.
 - D. Establishing a knowledge base of project data.

TUNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

SECTION B

(40 Marks)

There are FOUR (4) questions in this part. Answer ALL questions in the answer booklet.

1. Scope creep is the uncontrolled expansion of a project's scope after it's started, often without proper authorization or control measures, leading to late project completion, budget overruns, and compromised quality. Identify **FIVE (5)** reasons scope creep should be avoided. (10 marks)

2. Activity cost estimation is a crucial process in project management, assessing potential costs and constraints, and generating financial plans for budget control, resource optimization, risk mitigation, stakeholder confidence, and project success. Describe **FIVE (5)** elements include in activity cost estimation. (10 marks)

3. Effective leadership is crucial in project management. Discuss **FIVE (5)** essential leadership abilities for project managers. (10 marks)

4. Project closing is a crucial phase in project management. It involves wrapping up all project activities, evaluating outcomes, and ensuring a smooth transition. Identify **FIVE (5)** actions that should be taken during the process of closing a project. (10 marks)

***** END OF QUESTION PAPER *****