



MALAYSIAN INSTITUTE OF INFORMATION TECHNOLOGY

**FINAL EXAMINATION
JANUARY 2016 SEMESTER**

SUBJECT CODE : IFD20802
SUBJECT TITLE : PROJECT MANAGEMENT
LEVEL : DIPLOMA
TIME / DURATION : 2.00 pm – 4.00 pm
(2 HOURS)
DATE : 28 MAY 2016

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consists of TWO (2) parts. Part A and B.
4. Answer ALL questions.
5. Please write your answers on the answer booklet provided.

THERE ARE 5 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

PART A (Total: 20 marks)**MULTIPLE CHOICE QUESTIONS****INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.**

1. Project ____ management involves defining and managing all the work required to complete the project successfully.
 - a. scope
 - b. quality
 - c. time
 - d. cost

2. ____ are the people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents of the project.
 - a. Managers
 - b. Stakeholders
 - c. Directors
 - d. Citizens

3. A ____ can have many different job descriptions, which can vary tremendously based on the organization and the project.
 - a. project supervisor
 - b. project manager
 - c. job coordinator
 - d. project coordinator

4. The longest path through a network diagram that determines the earliest completion of a project is called the ____ path.
 - a. essential
 - b. important
 - c. critical
 - d. vital

5. ____ describes a holistic view of carrying out projects within the context of the organization.
 - a. Systems philosophy
 - b. Systems thinking
 - c. Systems analysis
 - d. Systems approach

6. A ____ is a collection of project phases.
 - a. project life cycle
 - b. project feasibility
 - c. project planning cycle
 - d. project acquisition

7. ____ include defining and authorizing a project or project phase.
 - a. Initiating processes
 - b. Planning processes
 - c. Executing processes
 - d. Monitoring and controlling processes

8. ____ is crucial in information technology projects because once a project team implements a new system, it takes a considerable amount of effort to change the system.
- a. Initiating
 - b. Planning
 - c. Executing
 - d. Closing
9. ____ is a planning process falling under the Project Scope Management knowledge area.
- a. Schedule development
 - b. Develop project management plan
 - c. Create WBS
 - d. Quality planning
10. The term ____ describes a product produced as part of a project.
- a. end-product
 - b. scope
 - c. deliverable
 - d. outcome
11. ____ involves controlling changes to project scope throughout the life of the project, which is a challenge on many information technology projects.
- a. Planning scope
 - b. Defining scope
 - c. Controlling scope
 - d. Verifying scope
12. ____ involves formal acceptance of the completed project scope by the stakeholders.
- a. Scope verification
 - b. Scope planning
 - c. Scope control
 - d. Scope definition
13. ____ involves identifying the specific activities that the project team members and stakeholders must perform to produce the project deliverables.
- a. Defining activities
 - b. Sequencing activities
 - c. Estimating activity resources
 - d. Estimating activity durations
14. ____ involves estimating the number of work periods that are needed to complete individual activities.
- a. Defining activities
 - b. Sequencing activities
 - c. Estimating activity resources
 - d. Estimating activity durations
15. ____ involves analyzing activity sequences, activity resource estimates, and activity duration estimates to create the project schedule.
- a. Estimating activity durations
 - b. Developing the schedule
 - c. Controlling the schedule
 - d. Estimating activity resources

16. ____ involves controlling and managing changes to the project schedule.
- a. Estimating activity durations
 - b. Developing the schedule
 - c. Controlling the schedule
 - d. Estimating activity resources
17. ____ dependencies are inherent in the nature of the work being performed on a project.
- a. Mandatory
 - b. Discretionary
 - c. External
 - d. Internal
18. ____ includes the processes required to ensure that a project team completes a project within an approved budget.
- a. Cost budgeting
 - b. Cost estimating
 - c. Cost control
 - d. Project cost management
19. ____ is the ratio of revenues to profits.
- a. Profit
 - b. Profit margin
 - c. Cost structure
 - d. Cost margin
20. ____ are those costs that an organization can easily measure in dollars.
- a. Intangible costs
 - b. Direct costs
 - c. Tangible costs
 - d. Indirect costs

PART B (Total: 80 marks)

INSTRUCTION: Answer ALL Questions.

Please use the answer booklet provided.

Question 1

- a. Define project management and project. (5 marks)
- b. Define project life cycle and list the phases of the traditional project life cycle. (8 marks)
- c. Define process and list **ALL** the processes involved in project management process groups. (7 marks)

[Total: 20 marks]

Question 2**1. Widget Management System****1.1 Initiation**

- 1.1.1 Evaluation & Recommendations**
- 1.1.2 Develop Project Charter**
- 1.1.3 Project Sponsor Reviews Project Charter**
- 1.1.4 Project Charter Signed/Approved**

1.2 Planning

- 1.2.1 Create Preliminary Scope Statement**
- 1.2.2 Determine Project Team**
- 1.2.3 Project Team Kickoff Meeting**
- 1.2.4 Develop Project Plan**
- 1.2.5 Submit Project Plan**

1.3 Execution

- 1.3.1 Verify & Validate User Requirements**
- 1.3.2 Design System**
- 1.3.3 Install Development System**
- 1.3.4 Testing Phase**

1.4 Control

- 1.4.1 Project Management**
- 1.4.2 Project Status Meetings**
- 1.4.3 Risk Management**
- 1.4.4 Update Project Management Plan**

1.5 Closeout

- 1.5.1 Audit Procurement**
- 1.5.2 Archive Files/Documents**

- a. Create a tree view Work Breakdown Structure (WBS) for Widget Management System using the details given above. (15 marks)
- b. List the five main processes involved in project scope management. (5 marks)

[Total: 20 marks]

Question 3

Activity	Initial Node	Final Node	Estimated Duration
A	1	2	10
B	1	3	12
C	1	4	8
D	2	3	4
E	2	5	8
F	3	4	6
G	4	5	4

Table 1

Table 1 shows the data for network diagram for a project. Network proceeds from Node 1 to Node 5 and the estimated duration are in weeks.

- Draw an AOA network diagram representing the project. Label the diagram properly. (12.5 marks)
- Identify all the paths on the network diagram together with its duration. (4 marks)
- Identify the critical path of the project and its duration. (3.5 marks)

[Total: 20 marks]

Question 4

PV	RM 120 000
EV	RM 100 000
AC	RM 90 000
BAC	RM 200 000

Table 2

Refer to Table 2. Given the information for a six month project, answer the following questions:-

- Calculate the cost variance, schedule variance, cost performance index (CPI), and schedule performance index (SPI) for the project. (12 marks)
- Use the CPI to calculate the estimate at completion (EAC) for this project. (3 marks)
- Use the SPI to estimate how long it will take to finish the project. (3 marks)
- Determine whether the project is ahead or behind the schedule as well as under or over budget. (2 marks)

[Total: 20 marks]

END OF EXAMINATION PAPER