



UNIVERSITI KUALA LUMPUR
Malaysian Institute of Marine Engineering Technology

FINAL EXAMINATION
OCTOBER 2025 SEMESTER SESSION

SUBJECT CODE : LKB40503

SUBJECT TITLE : OFFSHORE PROJECT MANAGEMENT

PROGRAMME NAME : BET (OFFSHORE) WITH HONOURS
(FOR MPU: PROGRAMME LEVEL)

TIME / DURATION : 2.00 PM - 4.30 PM
(2 HOURS 30 MINUTES)

DATE : 28 JANUARY 2026

INSTRUCTIONS TO CANDIDATES

1. Please read **CAREFULLY** the instructions given in the question paper.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of **TWO (2)** sections; Section A and Section B.
4. Answer **ALL** question in Section A, and **THREE (3)** questions **ONLY** in Section B.
5. Please write your answers on the OMR sheet for Section A and answer the booklet provided for Section B.
6. Answer **ALL** questions in English language **ONLY**.

THERE ARE 11 PAGES OF QUESTIONS, EXCLUDING THIS COVER PAGE.

SECTION A (40 marks)**INSTRUCTION: Answer ALL questions.****Please use the OMR provided**

1. Which of the following is the primary focus of the project management operations team in offshore engineering?
 - A. Design and development of offshore platforms
 - B. Monitoring operational efficiency and ensuring safety standards
 - C. Marketing of offshore engineering services
 - D. Creating marine ecosystem models

2. Why is continuous monitoring important in risk management?
 - A. To adjust risk responses as the project evolves
 - B. To avoid documentation of project changes
 - C. To delay risk mitigation strategies
 - D. To eliminate new project risks

3. What distinguishes a project from routine work?
 - A. Projects are ongoing, while routine work is temporary
 - B. Projects have a unique goal and a defined time frame, unlike routine work
 - C. Projects focus on repetitive tasks, whereas routine work focuses on innovation
 - D. Projects do not involve any formal planning, unlike routine work

4. Which of the following is an example of a legal obligation of employers under Malaysia's Labour Laws in offshore engineering?
 - A. Providing free transportation for employees
 - B. Monitoring employee performance
 - C. Paying workers the minimum wage and benefits as required
 - D. Reimbursing employees for personal expenses

5. Which of the following is a key activity in offshore engineering exploration?
 - A. Designing offshore wind farms
 - B. Conducting seabed surveys and drilling operations
 - C. Transporting goods via ships
 - D. Marketing marine resources

6. Which phase of the project life cycle involves coordinating people and resources to carry out the project plan?
 - A. Planning
 - B. Execution
 - C. Monitoring
 - D. Closure

7. What is the key consideration for safety during material handling in offshore engineering?
 - A. Adhering to project deadlines
 - B. Proper lifting techniques and secure transportation
 - C. Reducing costs by using older equipment
 - D. Delegating tasks to untrained workers

8. Which of the following is a key activity during Project Planning?
 - A. Evaluating completed deliverables
 - B. Monitoring project costs
 - C. Defining the project scope and developing a WBS
 - D. Authorizing work packages

9. Which of the following is a key consideration when defining work packages for an offshore repair project?
 - A. Determining the marketing strategy
 - B. Ensuring tasks are clear, measurable, and achievable
 - C. Minimizing the involvement of contractors
 - D. Avoiding compliance with safety protocols

10. What is the purpose of the Project Monitoring and Controlling phase?
 - A. To implement corrective actions and track project performance
 - B. To initiate project documentation
 - C. To prepare the project budget
 - D. To schedule stakeholder meetings

11. Which of the following is a key benefit of having a well-structured project management team?
- A. Reduced need for safety regulations
 - B. Enhanced coordination and efficiency in achieving project goals
 - C. Elimination of site inspections
 - D. Simplified financial documentation
12. Why is stakeholder communication important in Project Communication Management?
- A. To increase the project timeline
 - B. To ensure stakeholders are informed and engaged with the project's progress
 - C. Defining procurement needs
 - D. To reduce project risks
13. How does the Operations Department typically interact with the Project Control Department?
- A. Operations supervise the Project Control Department's work
 - B. Project Control provides data to Operations to ensure activities align with the project plan
 - C. The departments work independently of each other
 - D. Operations manage the budget while Project Control handles site conditions
14. Which of the following is NOT a component of Project Time Management?
- A. Activity sequencing
 - B. Schedule development
 - C. Cost estimation
 - D. Activity duration estimation
15. What does the term "work scope" refer to in offshore project management?
- A. The financial budget of a project
 - B. The detailed outline of tasks and deliverables in a project
 - C. The timeline for project completion
 - D. The legal requirements for offshore operations

16. Why is it important to coordinate various requirements in offshore construction projects?
- A. To ensure all departments work independently
 - B. To guarantee alignment with legal, safety, and technical standards
 - C. Reducing the number of workers required
 - D. To minimize communication among departments
17. Which of the following best describes the role of a project manager in coordinating work packages?
- A. Delegating all tasks to individual departments without oversight
 - B. Monitoring progress and ensuring the integration of tasks across teams
 - C. Managing only the financial aspects of the project
 - D. Overseeing maintenance operations exclusively
18. Which of the following is a characteristic of teamwork in the project life cycle?
- A. Tasks are completed independently without collaboration
 - B. Team roles and responsibilities are clearly defined and aligned with project goals
 - C. Teams are only assembled during the execution phase
 - D. Teams operate without a defined structure
19. What is the relationship between construction and maintenance activities in offshore engineering?
- A. They are completely unrelated processes
 - B. Construction focuses on repairs while maintenance focuses on installations
 - C. Maintenance ensures the longevity and functionality of constructed facilities
 - D. Maintenance is only required during project decommissioning
20. What is the purpose of stakeholder analysis in the Project Initiating phase?
- A. To identify and manage the expectations of individuals and groups affected by the project
 - B. To finalize project timelines
 - C. Developing the quality management plan
 - D. To monitor performance indicators

21. Which of the following is a key activity during Project Planning?
- A. Evaluating completed deliverables
 - B. Monitoring project costs
 - C. Defining the project scope and developing a WBS
 - D. Authorizing work packages
22. What is a characteristic feature of a hierarchical functional organization?
- A. Employees report to multiple managers
 - B. The organization is structured by specialized departments
 - C. Teams are formed temporarily for specific projects
 - D. It allows for decentralized decision-making
23. Which of the following is a disadvantage of a hierarchical functional organization?
- A. Inefficiency in decision-making due to lack of structure
 - B. Confusion about roles and responsibilities
 - C. Limited communication and collaboration across departments
 - D. Excessive reliance on project managers
24. What is the primary role of project manager in a projectized organization?
- A. Coordinating and leading all aspects of the project
 - B. Overseeing daily operations across departments
 - C. Managing functional department tasks
 - D. Supervising general company activities
25. Why is a matrix structure often preferred for offshore projects?
- A. It ensures complete autonomy for team members
 - B. It allows efficient utilization of resources across multiple projects
 - C. It reduces the need for functional managers
 - D. It eliminates the role of project managers
26. What does Project Scope Management focus on?
- A. Ensuring the project stays within budget
 - B. Overseeing human resource allocation
 - C. Managing communication among teams
 - D. Defining and controlling what is included and excluded in the project

27. Which process is primarily concerned with meeting the quality requirements of a project?
- A. Project Scope Management
 - B. Project Time Management
 - C. Project Quality Management
 - D. Project Risk Management
28. What distinguishes a project from routine work?
- A. Projects are ongoing, while routine work is temporary
 - B. Projects have a unique goal and a defined time frame, unlike routine work
 - C. Projects focus on repetitive tasks, whereas routine work focuses on innovation
 - D. Projects do not involve any formal planning, unlike routine work
29. What is a deliverable in the context of Project Scope Management?
- A. A specific task assigned to a team member
 - B. The financial plan for the project
 - C. A tangible or intangible outcome produced as part of the project
 - D. The communication plan for the project team
30. How does Project Quality Management relate to other project management processes?
- A. It functions independently from other processes
 - B. It ensures deliverables meet standards set during scope definition
 - C. It replaces the need for risk management
 - D. It only focuses on internal team performance
31. In the Project Planning phase, what is the primary focus?
- A. Defining the project's scope, objectives, and schedule
 - B. Closing the project and releasing resources
 - C. Executing the project deliverables
 - D. Reviewing project lessons learned

32. During Project Closing, why is it important to document lessons learned?
- A. To schedule future projects
 - B. To improve processes and practices for future projects
 - C. To adjust the current project timeline
 - D. To reallocate project resources
33. Which of the following is NOT a common phase in a project life cycle?
- A. Initiation
 - B. Monitoring
 - C. Execution
 - D. Evaluation
34. What does the Initiation phase of a project life cycle primarily focus on?
- A. Delivering project outcomes
 - B. Defining the project's purpose, goals, and stakeholders
 - C. Allocating resources to team members
 - D. Closing contracts with vendors
35. In the project life cycle, what does "progressive elaboration" refer to?
- A. Developing a project plan in detailed steps over time
 - B. Adding team members as the project progresses
 - C. Repeating the execution phase multiple times
 - D. Finalizing deliverables before planning
36. Which of the following best defines project risk?
- A. A guaranteed negative outcome in the project
 - B. An uncertain event or condition that, if it occurs, has a positive or negative effect on project objectives
 - C. A mandatory project activity
 - D. A fixed cost associated with the project
37. Which of the following activities is part of the Project Planning phase?
- A. Approving the project charter
 - B. Identifying project stakeholders
 - C. Developing the risk management plan
 - D. Signing off on project deliverables

38. What is the purpose of a risk management plan?
- A. To avoid all project risks
 - B. To document how risks will be identified, assessed, and managed
 - C. To increase the likelihood of risk occurrence
 - D. To eliminate financial resources for risk mitigation
39. What does qualitative risk analysis involve?
- A. Prioritizing risks based on their probability and impact
 - B. Using numerical data to evaluate risk impact
 - C. Ignoring risks with low severity
 - D. Creating risk management plans
40. Which of the following is an example of a risk response strategy?
- A. Increasing project scope
 - B. Delaying risk identification
 - C. Avoiding a risky activity
 - D. Ignoring potential threats

SECTION B (Total: 60 marks)

INSTRUCTION: Answer only THREE (3) questions.

Please use the answer booklet provided.

Question 1

The integration of onshore and offshore operations is critical for the efficient execution of offshore projects. Onshore activities, such as design, planning, and logistics, directly influence the success of offshore tasks like installation and maintenance. However, ensuring seamless coordination between these domains poses significant challenges due to differing environments, logistical complexities, and communication gaps.

- (a) Analyze the relationship between onshore engineering and offshore engineering activities.
(6 marks)
- (b) Discuss the key challenges in coordinating these two activities during a project.
(8 marks)
- (c) Examine the role of project management in ensuring the seamless integration of onshore and offshore activities.
(6 marks)

Question 2

Offshore projects operate in complex environments, requiring strict adherence to local and international regulations to ensure safety, sustainability, and legal compliance. Coordinating these requirements among diverse stakeholders adds another layer of complexity, particularly in the construction, maintenance, and repair phases.

- (a) Analyze the importance of compliance with local and international regulations in offshore projects.
(6 marks)
- (b) Discuss the challenges of coordinating compliance requirements between various stakeholders in offshore construction, maintenance, and repair.
(6 marks)
- (c) Examine how non-compliance with regulations can affect an offshore project's reputation and legal standing.
(8 marks)

Question 3

Offshore projects are inherently complex, requiring robust communication and risk management strategies to navigate uncertainties and ensure seamless operations. Effective communication facilitates coordination among diverse teams, while risk management identifies and mitigates potential threats to project success. These elements are interdependent, as strong communication supports proactive risk identification and resolution.

- (a) Analyze the importance of effective communication in offshore project management.
(6 marks)
- (b) Discuss the primary risks involved in offshore engineering projects and how Risk Management can mitigate them.
(6 marks)
- (c) How does communication contribute to the identification and management of risks in offshore projects?
(8 marks)

Question 4

Contract administration is crucial in offshore projects, as it ensures that legal, regulatory, and operational standards are met throughout the project lifecycle. Managing contracts for offshore construction, particularly for oil platforms, involves navigating complex challenges, including compliance, risk allocation, and dispute resolution.

- (a) Analyze the common issues and challenges faced in contract administration for offshore projects.
(6 marks)
- (b) How would you address these challenges in a contract for the construction of an offshore oil platform?
(8 marks)
- (c) How does contract management affect the overall risk management of an offshore project?
(6 marks)

END OF QUESTION PAPER

