



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

**MPM 211: PROJECT MANAGEMENT EXAM
END OF SECOND SEMESTER EXAMINATIONS**

NOV/DEC 2018

LECTURER: G Mandewo

DURATION: (3 HRS)

INSTRUCTIONS

Choose and answer Question **All questions in Section A** and **any other TWO questions in Section B** in this Question paper.

Total possible mark is 100

Start each question on a new page in your answer Booklet. Credit will be awarded for logical, systematic and neat presentations

Marks for each question are in parenthesis.

Use of non-programmable calculator is permitted

Best wishes!!

**DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO BEGIN
THE EXAM**

Section A [50 marks]

1. (a) Create a weighted scoring model to determine which project to select. Assume the criteria are cost, strategic value, risk, and financials with weights of 15 %, 40%, 20%, and 25%, respectively. Enter values for Project 1 as 90, 70, 85, and 50; Project 2 as 75, 80, 90, and 70; Project 3 as 80 for each criterion. Use the weighted scoring technique to create the model, calculate the weighted score, and graph the results and determine the most viable project. [4]
(b) Explain how a team contract pre-empt potential conflict within a project team. [4]
(c) What do you understand by Cost benefit analysis and how can it be used in project appraisal? [4]
2. Given the following information for a one-year project, answer the following questions. Assume that you have the actual and earned value at the end of the second month. Recall that PV is the planned value, EV is the earned value, AC is the actual cost, and BAC is the budget at completion.

PV = \$23 000

EV = \$20 000

AC = \$25 000

BAC = \$120 000.

- (a) What is the cost variance, schedule variance, cost performance index (CPI), and schedule performance index (SPI) for the project? [4]
 - (b) How is the project progressing? Is it ahead of schedule or behind schedule? Is it under budget or over budget? [3]
 - (c) Use the CPI to calculate the estimate at completion (EAC) for this project. Is the project performing better or worse than planned? [3]
 - (d) Use the SPI to estimate how long it will take to finish this project? [3]
3. Explain a project life cycle and how a manager can use tools and techniques to manage its stage in an iterative manner. [25]

Section B [50 marks]

4. With reference to core knowledge areas and facilitating knowledge areas of project management, give a detailed analysis of tools and techniques that can enhance project execution. **[25]**
5. Project appraisal may assume various forms but the ultimate result is to determine the most viable project. Explore the various methods at the disposal of a project manager to effect choice of projects. **[25]**
6. Project monitoring and control is a continuous activity. Using concrete examples explain how:
 - i. Earned value management enhances monitoring and control of projects **[10]**
 - ii. You would carry out integrated change control. **[5]**
 - iii. One can perform scope verification **[5]**
 - iv. Use the Fishbone diagram to enhance monitoring and control of projects. **[5]**

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