

UNIVERSITY OF RUHUNA

Master of Arts in Economics Degree Programme
2nd Semester End Examination –June /July 2018

MAE 5200 – Project Management

Answer any **Five (05)** Questions.
(Calculators are allowed)

Time: 03 Hours

01.

- i. Define the term 'Project' while highlighting **two** main characteristics to be contained in the definition. (02 Marks)
- ii. List the main stages in the project life cycle. (02 Marks)
- iii. Briefly explain why the risk and uncertainty of a project gradually reduce as the project reaches its completion. (04 Marks)
- iv. Explain the triple constraints and show why there is a tradeoff among the triple constraints. (04 Marks)

02.

- i. What is meant by a 'Project portfolio' of an organization? (02 Marks)
- ii. List **two** technical dimensions and two sociocultural dimensions within project execution. (02 Marks)
- iii. Briefly explain **four** factors behind the recent increased attention on project management. (04 Marks)
- iv. Discuss the role of a project manager mentioning **four** main challenges faced by a project manager. (04 Marks)

03.

- i. What is a Project charter? (02 Marks)
- ii. List four elements contained in a Project scope statement. (02 Marks)
- iii. Briefly explain **four** strategies to minimize scope creep in a project. (04 Marks)
- iv. Briefly explain the term Work Breakdown structure (WBS) and explain the connection between WBS and Network Diagram. (04 Marks)

04.

- i. List at least **two** factors that need to be considered when selecting a project by a profit oriented organization. (02 Marks)
- ii. Apart from the factors listed in the question No. (4- i.) above, briefly explain two factors that need to be considered when selecting a project by a government. (02 Marks)
- iii. Company 'Y' is considering two investment projects, namely project A and Project B. Project A requires an initial cost of Rs. 600 million and Project b requires an initial cost of Rs. 800 million. The cash flows relating to the two project are given in the following table.

Year	Net Cash Flow)Rs.millions)	
	Project A	Project B
1	100	400
2	150	300
3	125	161
4	265	114
5	151	51
6	150	50

- (a) Using the above information choose the best project using Net present value (NPV) technique assuming a 14% discount rate. (04 Marks)
- (b) Calculate the internal Rate of Return for these two projects. (04 Marks)

05.

- i. Briefly explain the **two** main approaches available for drawing a network diagram of a project using suitable graphical illustrations. (02 Marks)
- ii. List **four** advantages associated with a network diagram. (02 Marks)
- iii. Draw a network diagram using the information given in the following table and calculate the total project duration by computing earliest start time, earliest finish time, latest start time, latest finish time and total slack for each activity.

Activity	Description	Duration (Weeks)	Predecessor
A	Design	10	-
B	Procure prototype parts	10	A
C	Fabricate Parts	05	A
D	Assemble prototype	04	B,C
E	Laboratory test	05	D
F	Field test	11	D
G	Finalize design	05	F,E

(08 Marks)

06

- i. Briefly explain a technique used to minimize the risk associated with project. (05 Marks)
- ii. "XY" Company is considering to undertake a project by investing Rs. 45 million. The following tables presents information relating to the project.

Time Period	Net Income (millions)	Probability
1	15	0.3
	20	0.3
	25	0.4
2	50	0.2
	75	0.3
	100	0.5

State your judgement on the risk of project based on the Coefficient of Variance assuming a 10% cost of capital.

(07 Marks)

07. Explain at least **four** of the following concepts using suitable examples / illustrations.

- i. Decision Priority Metrix
- ii. Phase Estimating
- iii. Ratio method in Estimating
- iv. Total Float
- v. Dummy Activity
- vi. Critical Path
- vii. Breakeven point
- viii. Sentivity Analysis
- ix. Market Demand Analysis

(Marks 3 x 4 = 12)

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Table A-3 Present Value Interest Factors for One Dollar Discounted at k Percent for n Periods: $PVIF_{k,n} = 1 / (1 + k)^n$

Period	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%	13%	14%	15%	16%	20%	24%	25%	30%
1	0.9901	0.9804	0.9709	0.9615	0.9524	0.9434	0.9346	0.9259	0.9174	0.9091	0.9009	0.8929	0.8850	0.8772	0.8696	0.8621	0.8333	0.8065	0.8000	0.7692
2	0.9803	0.9612	0.9426	0.9246	0.9070	0.8900	0.8734	0.8573	0.8417	0.8264	0.8116	0.7972	0.7831	0.7695	0.7561	0.7432	0.6944	0.6504	0.6400	0.5917
3	0.9706	0.9423	0.9151	0.8890	0.8638	0.8396	0.8163	0.7938	0.7722	0.7513	0.7312	0.7118	0.6931	0.6750	0.6575	0.6407	0.5787	0.5245	0.5120	0.4552
4	0.9610	0.9238	0.8885	0.8548	0.8227	0.7921	0.7629	0.7350	0.7084	0.6830	0.6587	0.6355	0.6133	0.5921	0.5718	0.5523	0.4823	0.4230	0.4096	0.3501
5	0.9515	0.9057	0.8626	0.8219	0.7835	0.7473	0.7130	0.6806	0.6499	0.6209	0.5935	0.5674	0.5428	0.5194	0.4972	0.4761	0.4019	0.3411	0.3277	0.2693
6	0.9420	0.8880	0.8375	0.7903	0.7462	0.7050	0.6663	0.6302	0.5963	0.5645	0.5346	0.5066	0.4803	0.4556	0.4323	0.4104	0.3349	0.2751	0.2621	0.2072
7	0.9327	0.8706	0.8131	0.7599	0.7107	0.6651	0.6227	0.5835	0.5470	0.5132	0.4817	0.4523	0.4251	0.3996	0.3759	0.3538	0.2791	0.2218	0.2097	0.1594
8	0.9235	0.8535	0.7894	0.7307	0.6768	0.6274	0.5820	0.5403	0.5019	0.4665	0.4339	0.4039	0.3762	0.3506	0.3269	0.3050	0.2326	0.1789	0.1678	0.1226
9	0.9143	0.8368	0.7664	0.7026	0.6446	0.5919	0.5439	0.5002	0.4604	0.4241	0.3909	0.3606	0.3329	0.3075	0.2843	0.2630	0.1938	0.1443	0.1342	0.0943
10	0.9053	0.8203	0.7441	0.6756	0.6139	0.5584	0.5083	0.4632	0.4224	0.3855	0.3522	0.3220	0.2946	0.2697	0.2472	0.2267	0.1615	0.1164	0.1074	0.0725
11	0.8963	0.8043	0.7224	0.6496	0.5847	0.5268	0.4751	0.4289	0.3875	0.3505	0.3173	0.2875	0.2607	0.2366	0.2149	0.1954	0.1346	0.0938	0.0859	0.0558
12	0.8874	0.7885	0.7014	0.6246	0.5568	0.4970	0.4440	0.3971	0.3555	0.3186	0.2858	0.2567	0.2307	0.2076	0.1869	0.1685	0.1122	0.0757	0.0687	0.0429
13	0.8787	0.7730	0.6810	0.6006	0.5303	0.4688	0.4150	0.3677	0.3262	0.2897	0.2575	0.2292	0.2042	0.1821	0.1625	0.1452	0.0935	0.0610	0.0550	0.0330
14	0.8700	0.7579	0.6611	0.5775	0.5051	0.4423	0.3878	0.3405	0.2992	0.2633	0.2320	0.2046	0.1807	0.1597	0.1413	0.1252	0.0779	0.0492	0.0440	0.0254
15	0.8613	0.7430	0.6419	0.5553	0.4810	0.4173	0.3624	0.3152	0.2745	0.2394	0.2090	0.1827	0.1599	0.1401	0.1229	0.1079	0.0649	0.0397	0.0352	0.0195
16	0.8528	0.7284	0.6232	0.5339	0.4581	0.3936	0.3387	0.2919	0.2519	0.2176	0.1883	0.1631	0.1415	0.1229	0.1069	0.0930	0.0541	0.0320	0.0281	0.0150
17	0.8444	0.7142	0.6050	0.5134	0.4363	0.3714	0.3166	0.2703	0.2311	0.1978	0.1696	0.1456	0.1252	0.1078	0.0929	0.0802	0.0451	0.0258	0.0225	0.0116
18	0.8360	0.7002	0.5874	0.4936	0.4155	0.3503	0.2959	0.2502	0.2120	0.1799	0.1528	0.1300	0.1108	0.0946	0.0808	0.0691	0.0376	0.0208	0.0180	0.0089
19	0.8277	0.6864	0.5703	0.4746	0.3957	0.3305	0.2765	0.2317	0.1945	0.1635	0.1377	0.1161	0.0981	0.0829	0.0703	0.0596	0.0313	0.0168	0.0144	0.0068
20	0.8195	0.6730	0.5537	0.4564	0.3769	0.3118	0.2584	0.2145	0.1784	0.1486	0.1240	0.1037	0.0868	0.0728	0.0611	0.0514	0.0261	0.0135	0.0115	0.0053
21	0.8114	0.6598	0.5375	0.4388	0.3589	0.2942	0.2415	0.1987	0.1637	0.1351	0.1117	0.0926	0.0768	0.0638	0.0531	0.0443	0.0217	0.0109	0.0092	0.0040
22	0.8034	0.6468	0.5219	0.4220	0.3418	0.2775	0.2257	0.1839	0.1502	0.1228	0.1007	0.0826	0.0680	0.0560	0.0462	0.0382	0.0181	0.0088	0.0074	0.0031
23	0.7954	0.6342	0.5067	0.4057	0.3256	0.2618	0.2109	0.1703	0.1378	0.1117	0.0907	0.0738	0.0601	0.0491	0.0402	0.0329	0.0151	0.0071	0.0059	0.0024
24	0.7876	0.6217	0.4919	0.3901	0.3101	0.2470	0.1971	0.1577	0.1264	0.1015	0.0817	0.0659	0.0532	0.0431	0.0349	0.0284	0.0126	0.0057	0.0047	0.0018
25	0.7798	0.6095	0.4776	0.3751	0.2953	0.2330	0.1842	0.1460	0.1160	0.0923	0.0736	0.0588	0.0471	0.0378	0.0304	0.0245	0.0105	0.0046	0.0038	0.0014
30	0.7419	0.5521	0.4120	0.3083	0.2314	0.1741	0.1314	0.0994	0.0754	0.0573	0.0437	0.0334	0.0256	0.0196	0.0151	0.0116	0.0042	0.0016	0.0012	*
35	0.7059	0.5000	0.3554	0.2534	0.1813	0.1301	0.0937	0.0676	0.0490	0.0356	0.0259	0.0189	0.0139	0.0102	0.0075	0.0055	0.0017	0.0005	*	*
36	0.6989	0.4902	0.3450	0.2437	0.1727	0.1227	0.0875	0.0626	0.0449	0.0323	0.0234	0.0169	0.0123	0.0089	0.0065	0.0048	0.0014	*	*	*
40	0.6717	0.4529	0.3066	0.2083	0.1420	0.0972	0.0668	0.0460	0.0318	0.0221	0.0154	0.0107	0.0075	0.0053	0.0037	0.0026	0.0007	*	*	*
50	0.6080	0.3715	0.2281	0.1407	0.0872	0.0543	0.0339	0.0213	0.0134	0.0085	0.0054	0.0035	0.0022	0.0014	0.0009	0.0006	*	*	*	*