



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

No. of Pages : 02
No. of Questions: 05
Total Marks : 70

ACC 31133 – Project Management

Academic Year 2022/2023

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

3000 LEVEL FIRST SEMESTER END EXAMINATION – SEPTEMBER 2023

Three Hours

Instructions

- Answer all questions.
- Calculators are allowed.
- Make logical assumptions where necessary.

1. (a) i. Briefly discuss the difference between project and program using real-world examples. (3 Marks)
ii. “Project management’s technical and socio-cultural dimensions are two sides of the same coin.” Critically evaluate the above statement with suitable examples. (4 Marks)
 - (b) i. Briefly discuss why a feasibility study is important for a project. (3 Marks)
ii. Explain the difference between environmental analysis and social analysis. (4 Marks)
- (Total Marks 14)**
2. You have agreed to construct a garage for Andrew. If you complete the project within 170 working days, you will earn a Rs 0.5 million incentive. The contractor also includes a penalty provision in which you would be penalised Rs. 0.25 million for each day the project exceeds 170 working days.

Activity	Predecessor	Activity Duration (Days)
A	None	20
B	A	20
C	A	50
D	B	30
E	B,C	40
F	C	30
G	D	30
H	E,F	40
I	G,H	20

You are required to,

- i. Draw a network diagram for this project using the activity on node method (AON). (3 Marks)
- ii. Calculate each activity’s Earliest Start Times (EST) and Latest Start Times (LST). (2 Marks)

- iii. Indicate the critical path of this project. (2 Marks)
- iv. How much do you receive incentive or penalty on this project? (2 Marks)
- v. Calculate free and independent slacks for every activity. (3 Marks)
- vi. Explain the difference between free slack and independent slack. (2 Marks)

(Total Marks 14)

3. (a) i. List out three rationales for reducing project duration. (3 Marks)
- ii. Discuss how project duration can be shortened by adding resources. Use suitable examples for discussion. (4 Marks)

(Total Marks 14)

- (b) i. Briefly discuss the importance of resource scheduling in project management using suitable examples. (3 Marks)
- ii. Explain two different resource scheduling problems using suitable examples. (4 Marks)

(Total Marks 14)

4. (a) i. Briefly explain the advantage of preparing time and cost estimates. (3 Marks)
- ii. Briefly explain four factors affecting the quality of estimates using a suitable example for each factor. (4 Marks)

(Total Marks 14)

- (b) i. List out three estimating guidelines for time, cost, and resources. (3 Marks)
- ii. Briefly discuss the top-down and bottom-up estimate approaches using suitable examples. (4 Marks)

(Total Marks 14)

5. (a) i. Discuss the importance of comparing actual against expected performance for better project control. (3 Marks)
- ii. List out the four steps in the project control process. (4 Marks)

(Total Marks 14)

- (b) i. Wrapping up the project is an important step during the project closure. Briefly discuss the concept of “wrapping up the project”. (3 Marks)
- ii. Discuss “premature project closure” with two real-world examples. (4 Marks)

(Total Marks 14)

