UNIVERSITY OF RUHUNA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration Honours Degree Programme 3000 Level

Semester I End Examination (November/December 2021)

Academic Year 2020/2021

ENT 31233 – Project Management **Duration: Three hours**

The Question Paper contains six (06) questions.

Answer only five (05) questions.

Nonprogrammable calculators are allowed

Q1.

i. Describe four main characteristics of a project.

(02 marks)

ii. How do programs, projects, sub deliverables, and work packages differ?

(04 marks)

iii. What are the advantages of learning project management?

(02 marks)

iv. Critically discuss four reasons of a project failure.

(06 marks)

(Total 14 marks)

Q2.

i. Describe the project life cycle.

(02 marks)

ii. Discuss how client interest, resources, and uncertainty vary during the project life cycle.

(04 marks)

iii. What is the purpose of the financial analysis of a project?

(02 marks)

iv. ABC Company is considering the replacement of an old machine with a new and more efficient machine. The relevant after tax incremental operating cash flows of this replacement are ascertained as follows.

	Year					
	0	**1**	**2**	**3**	**4**	**5**
Cash flows (Rs.)	-88750	24800	26500	27250	28700	26890

Calculate the net present value of the project if the required rate of return is 15 percent and explain whether the project is acceptable.

(06 marks)

(Total 14 marks)

Q3

Team of project Alpha has gathered the following information.

Activity	Predecessor(s)	Duration (Days)
A		2
B	A	3
C	A	4
D	A	5
E	C , D	3
F	E	2
G	D	1
H	G	4
I	H	2
J	F , I	1
K	F , I	4
L	J , K	2
M	L	3
N	L	1
O	B , F	7
P	M , N	2

i. Create an Activity on Nodes (AON) project network diagram based on the above information.

(04 marks)

ii. Complete the forward pass and backward pass to calculate early start time (EST), late start time (LST), early finish time (EFT), late finish time (TFT), and total slack.

(04 marks)

iii. List the burst activities and merge activities separately.

(02 marks)

iv. State the critical path and the duration of the project.

(02 marks)

v. If activity **N** is delayed by three (03) days, determine the duration of the project.

(02 marks)

(Total 14 marks)

Q4.

i. "With proper planning, it is possible to eliminate most/ all risks from a project". Critically evaluate this statement.

(04 marks)

ii. Consider the following project tasks and their identified optimistic, most likely, and pessimistic time durations. (Assume activities A – B – E – H are the project's critical path)

Activity	Time estimates (Weeks)		
	Optimistic	**Most likely**	**Pessimistic**
A	2	3	4
B	3	4.5	7.5
C	5	5	5
D	1	2	4.5
E	4	6.5	10.5
F	1	2	3
G	4	5	6
H	7	8	12

a. Calculate the weighted average time of each activity.

(02 marks)

b. Calculate the variance of each activity.

(02 marks)

c. What is the expected duration of the project?

(01 mark)

d. What is the probability of the project completing within 28 weeks?

(03 marks)

e. Suppose you want to have 99% confidence in the project completing on time. How many additional weeks would be required to meet the 99% likelihood?

(02 marks)

(Total 14 marks)

Q5.

i. What is the key difference between a resource constrained project and a time constrained project?

(01 mark)

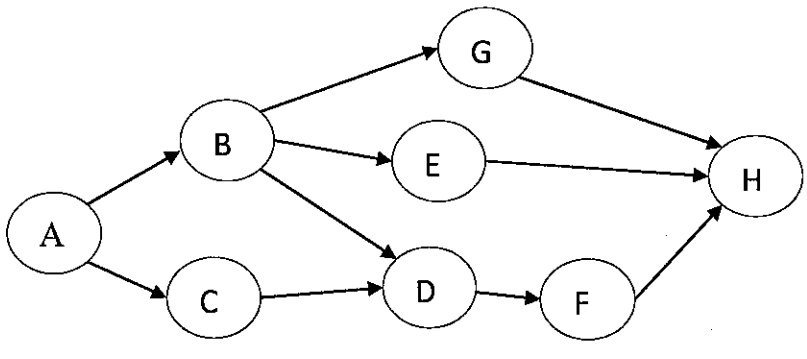
ii. Discuss five reasons for project closure.

(05 marks)

iii. Consider a project with the following information.

Activity	Duration (Days)	Total slack	Resource hours needed per day
A	2	0	6
B	2	2	4
C	4	0	4
D	3	0	6
E	5	4	2
F	4	0	4
G	4	5	3
H	2	0	6

Project network diagram



a. Create a resource loading chart.

(04 marks)

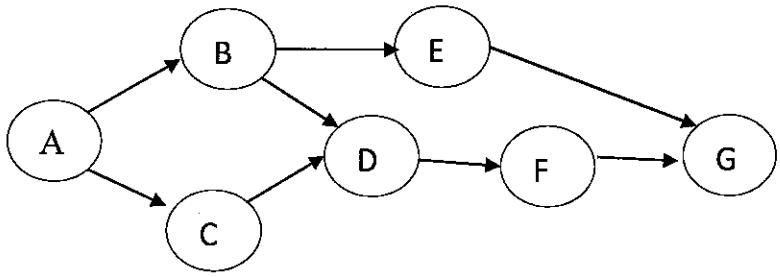
b. Develop a resource schedule for the project if the maximum resource hours available per day are ten (10).

(04 marks)

(Total 14 marks)

Q6.

Suppose you are considering crashing a project. The project's network and the details of time and cost estimations relating to the activities are as follows.



Activity	Normal		Crash	
	Duration	Cost (Rs.)	Duration	Cost (Rs.)
A	4	1000	3	2000
B	6	1800	3	3000
C	4	2500	3	4000
D	9	2700	6	6600
E	8	2400	6	4500
F	5	3500	3	7000
G	2	2400	1	3000

i. Calculate the cost slope of each activity.

(03 marks)

ii. Crash the relevant activities of the project until you reach the crash point (the point in which the duration cannot be further reduced)

(08 marks)

iii. Calculate the expected duration and cost of the project once it has reached the crash point.

(03 marks)

(Total 14 marks)

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Cumulative Normal Probability Tables (Z-Values)

Z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.50000	0.50399	0.50798	0.51197	0.51595	0.51994	0.52392	0.52790	0.53188	0.53586
0.1	0.53983	0.54380	0.54776	0.55172	0.55567	0.55962	0.56356	0.56749	0.57142	0.57535
0.2	0.57926	0.58317	0.58706	0.59095	0.59483	0.59871	0.60257	0.60642	0.61026	0.61409
0.3	0.61791	0.62172	0.62552	0.62930	0.63307	0.63683	0.64058	0.64431	0.64803	0.65173
0.4	0.65542	0.65910	0.66276	0.66640	0.67003	0.67364	0.67724	0.68082	0.68439	0.68793
0.5	0.69146	0.69497	0.69847	0.70194	0.70540	0.70884	0.71226	0.71566	0.71904	0.72240
0.6	0.72575	0.72907	0.73237	0.73565	0.73891	0.74215	0.74537	0.74857	0.75175	0.75490
0.7	0.75804	0.76115	0.76424	0.76730	0.77035	0.77337	0.77637	0.77935	0.78230	0.78524
0.8	0.78814	0.79103	0.79389	0.79673	0.79955	0.80234	0.80511	0.80785	0.81057	0.81327
0.9	0.81594	0.81859	0.82121	0.82381	0.82639	0.82894	0.83147	0.83398	0.83646	0.83891
1.0	0.84134	0.84375	0.84614	0.84849	0.85083	0.85314	0.85543	0.85769	0.85993	0.86214
1.1	0.86433	0.86650	0.86864	0.87076	0.87286	0.87493	0.87698	0.87900	0.88100	0.88298
1.2	0.88493	0.88686	0.88877	0.89065	0.89251	0.89435	0.89617	0.89796	0.89973	0.90147
1.3	0.90320	0.90490	0.90658	0.90824	0.90988	0.91149	0.91308	0.91466	0.91621	0.91774
1.4	0.91924	0.92073	0.92220	0.92364	0.92507	0.92647	0.92785	0.92922	0.93056	0.93189
1.5	0.93319	0.93448	0.93574	0.93699	0.93822	0.93943	0.94062	0.94179	0.94295	0.94408
1.6	0.94520	0.94630	0.94738	0.94845	0.94950	0.95053	0.95154	0.95254	0.95352	0.95449
1.7	0.95543	0.95637	0.95728	0.95818	0.95907	0.95994	0.96080	0.96164	0.96246	0.96327
1.8	0.96407	0.96485	0.96562	0.96638	0.96712	0.96784	0.96856	0.96926	0.96995	0.97062
1.9	0.97128	0.97193	0.97257	0.97320	0.97381	0.97441	0.97500	0.97558	0.97615	0.97670
2.0	0.97725	0.97778	0.97831	0.97882	0.97932	0.97982	0.98030	0.98077	0.98124	0.98169
2.1	0.98214	0.98257	0.98300	0.98341	0.98382	0.98422	0.98461	0.98500	0.98537	0.98574
2.2	0.98610	0.98645	0.98679	0.98713	0.98745	0.98778	0.98809	0.98840	0.98870	0.98899
2.3	0.98928	0.98956	0.98983	0.99010	0.99036	0.99061	0.99086	0.99111	0.99134	0.99158
2.4	0.99180	0.99202	0.99224	0.99245	0.99266	0.99286	0.99305	0.99324	0.99343	0.99361
2.5	0.99379	0.99396	0.99413	0.99430	0.99446	0.99461	0.99477	0.99492	0.99506	0.99520
2.6	0.99534	0.99547	0.99560	0.99573	0.99585	0.99598	0.99609	0.99621	0.99632	0.99643
2.7	0.99653	0.99664	0.99674	0.99683	0.99693	0.99702	0.99711	0.99720	0.99728	0.99736
2.8	0.99744	0.99752	0.99760	0.99767	0.99774	0.99781	0.99788	0.99795	0.99801	0.99807
2.9	0.99813	0.99819	0.99825	0.99831	0.99836	0.99841	0.99846	0.99851	0.99856	0.99861
3.0	0.99865	0.99869	0.99874	0.99878	0.99882	0.99886	0.99889	0.99893	0.99896	0.99900
3.1	0.99903	0.99906	0.99910	0.99913	0.99916	0.99918	0.99921	0.99924	0.99926	0.99929
3.2	0.99931	0.99934	0.99936	0.99938	0.99940	0.99942	0.99944	0.99946	0.99948	0.99950
3.3	0.99952	0.99953	0.99955	0.99957	0.99958	0.99960	0.99961	0.99962	0.99964	0.99965
3.4	0.99966	0.99968	0.99969	0.99970	0.99971	0.99972	0.99973	0.99974	0.99975	0.99976
3.5	0.99977	0.99978	0.99978	0.99979	0.99980	0.99981	0.99981	0.99982	0.99983	0.99983
3.6	0.99984	0.99985	0.99985	0.99986	0.99986	0.99987	0.99987	0.99988	0.99988	0.99989
3.7	0.99989	0.99990	0.99990	0.99990	0.99991	0.99991	0.99992	0.99992	0.99992	0.99992
3.8	0.99993	0.99993	0.99993	0.99994	0.99994	0.99994	0.99994	0.99995	0.99995	0.99995
3.9	0.99995	0.99995	0.99996	0.99996	0.99996	0.99996	0.99996	0.99996	0.99997	0.99997
4.0	0.99997	0.99997	0.99997	0.99997	0.99997	0.99997	0.99998	0.99998	0.99998	0.99998

Cumulative Normal Probability Tables (Z-Values)

Z	0.09	0.08	0.07	0.06	0.05	0.04	0.03	0.02	0.01	0.00
-4.0	0.00002	0.00002	0.00002	0.00002	0.00003	0.00003	0.00003	0.00003	0.00003	0.00003
-3.9	0.00003	0.00003	0.00004	0.00004	0.00004	0.00004	0.00004	0.00004	0.00005	0.00005
-3.8	0.00005	0.00005	0.00005	0.00006	0.00006	0.00006	0.00006	0.00007	0.00007	0.00007
-3.7	0.00008	0.00008	0.00008	0.00008	0.00009	0.00009	0.00010	0.00010	0.00010	0.00011
-3.6	0.00011	0.00012	0.00012	0.00013	0.00013	0.00014	0.00014	0.00015	0.00015	0.00016
-3.5	0.00017	0.00017	0.00018	0.00019	0.00019	0.00020	0.00021	0.00022	0.00022	0.00023
-3.4	0.00024	0.00025	0.00026	0.00027	0.00028	0.00029	0.00030	0.00031	0.00032	0.00034
-3.3	0.00035	0.00036	0.00038	0.00039	0.00040	0.00042	0.00043	0.00045	0.00047	0.00048
-3.2	0.00050	0.00052	0.00054	0.00056	0.00058	0.00060	0.00062	0.00064	0.00066	0.00069
-3.1	0.00071	0.00074	0.00076	0.00079	0.00082	0.00084	0.00087	0.00090	0.00094	0.00097
-3.0	0.00100	0.00104	0.00107	0.00111	0.00114	0.00118	0.00122	0.00126	0.00131	0.00135
-2.9	0.00139	0.00144	0.00149	0.00154	0.00159	0.00164	0.00169	0.00175	0.00181	0.00187
-2.8	0.00193	0.00199	0.00205	0.00212	0.00219	0.00226	0.00233	0.00240	0.00248	0.00256
-2.7	0.00264	0.00272	0.00280	0.00289	0.00298	0.00307	0.00317	0.00326	0.00336	0.00347
-2.6	0.00357	0.00368	0.00379	0.00391	0.00402	0.00415	0.00427	0.00440	0.00453	0.00466
-2.5	0.00480	0.00494	0.00508	0.00523	0.00539	0.00554	0.00570	0.00587	0.00604	0.00621
-2.4	0.00639	0.00657	0.00676	0.00695	0.00714	0.00734	0.00755	0.00776	0.00798	0.00820
-2.3	0.00842	0.00866	0.00889	0.00914	0.00939	0.00964	0.00990	0.01017	0.01044	0.01072
-2.2	0.01101	0.01130	0.01160	0.01191	0.01222	0.01255	0.01287	0.01321	0.01355	0.01390
-2.1	0.01426	0.01463	0.01500	0.01539	0.01578	0.01618	0.01659	0.01700	0.01743	0.01786
-2.0	0.01831	0.01876	0.01923	0.01970	0.02018	0.02068	0.02118	0.02169	0.02222	0.02275
-1.9	0.02330	0.02385	0.02442	0.02500	0.02559	0.02619	0.02680	0.02743	0.02807	0.02872
-1.8	0.02938	0.03005	0.03074	0.03144	0.03216	0.03288	0.03362	0.03438	0.03515	0.03593
-1.7	0.03673	0.03754	0.03836	0.03920	0.04006	0.04093	0.04182	0.04272	0.04363	0.04457
-1.6	0.04551	0.04648	0.04746	0.04846	0.04947	0.05050	0.05155	0.05262	0.05370	0.05480
-1.5	0.05592	0.05705	0.05821	0.05938	0.06057	0.06178	0.06301	0.06426	0.06552	0.06681
-1.4	0.06811	0.06944	0.07078	0.07215	0.07353	0.07493	0.07636	0.07780	0.07927	0.08076
-1.3	0.08226	0.08379	0.08534	0.08692	0.08851	0.09012	0.09176	0.09342	0.09510	0.09680
-1.2	0.09853	0.10027	0.10204	0.10383	0.10565	0.10749	0.10935	0.11123	0.11314	0.11507
-1.1	0.11702	0.11900	0.12100	0.12302	0.12507	0.12714	0.12924	0.13136	0.13350	0.13567
-1.0	0.13786	0.14007	0.14231	0.14457	0.14686	0.14917	0.15151	0.15386	0.15625	0.15866
-0.9	0.16109	0.16354	0.16602	0.16853	0.17106	0.17361	0.17619	0.17879	0.18141	0.18406
-0.8	0.18673	0.18943	0.19215	0.19489	0.19766	0.20045	0.20327	0.20611	0.20897	0.21186
-0.7	0.21476	0.21770	0.22065	0.22363	0.22663	0.22965	0.23270	0.23576	0.23885	0.24196
-0.6	0.24510	0.24825	0.25143	0.25463	0.25785	0.26109	0.26435	0.26763	0.27093	0.27425
-0.5	0.27760	0.28096	0.28434	0.28774	0.29116	0.29460	0.29806	0.30153	0.30503	0.30854
-0.4	0.31207	0.31561	0.31918	0.32276	0.32636	0.32997	0.33360	0.33724	0.34090	0.34458
-0.3	0.34827	0.35197	0.35569	0.35942	0.36317	0.36693	0.37070	0.37448	0.37828	0.38209
-0.2	0.38591	0.38974	0.39358	0.39743	0.40129	0.40517	0.40905	0.41294	0.41683	0.42074
-0.1	0.42465	0.42858	0.43251	0.43644	0.44038	0.44433	0.44828	0.45224	0.45620	0.46017
0.0	0.46414	0.46812	0.47210	0.47608	0.48006	0.48405	0.48803	0.49202	0.49601	0.50000