

University of South Australia

School of Natural and Built Environments

8672 Principles of Project Management

2004 Final Examination

The following exam consists of three parts, Part A – multiple choice, Part B – short answers and Part C – paragraphs. You must answer all questions in Part A and Part B. There are five questions in Part C and you are only required to answer three of those questions. Please read each question carefully and respond to all parts of the question.

YOU HAVE TWO HOURS TO COMPLETE THIS EXAMINATION.

PART A (multiple choice) (20 marks)

Circle the correct answer to all of the following questions:

1. A successful project is one that:
 - a) Has a high return on investment?
 - b) Develops a professional project team?
 - c) Is completed to specifications, within budget and time constraints?
 - d) All of the above?

2. The following global trends may impact on the success of a project:
 - a) Inter-organizational systems?
 - b) Organizational down-sizing?
 - c) Global competition?
 - d) Global political destabilization?
 - e) All of the above?

3. Examples of types of contracts include:

- a) Fixed price and cost reimbursement?
- b) Long-term and short-term?
- c) Goods and services?
- d) All of the above?

4. The four phases of a project are:

- a) Concept, planning, operations and review?
- b) Determine need, tender, perform and terminate the project ?
- c) Negotiate, develop, operate and account?
- d) None of the above?

5. The tender process includes the following key steps:

- a) Research the project, develop the tender, contract and select?
- b) Determine package, prepare tender, invite tenders and assess tenders and award contract?
- c) Develop tender, contract tender, assess performance of project against tender?
- d) Write tender, consult contractors and award tender?

6. The objectives and scope for a project include:

- a) Vision, mission, aims and objectives?
- b) To commence the project, complete the project and make a profit?
- c) To just finish on time and within budget?
- d) To keep the project team together?

7. Common tools used to manage project performance include:

- a) Gantt Charts and Network methods?
- b) Picks, shovels and rakes?
- c) Computer hardware and software?
- d) None of the above?

8. To keep a project on track the following information is needed:
- a) A map and compass?
 - b) Financial expenditure details only?
 - c) The number of hours the Project Management Team has worked?
 - d) The clients assessment of progress?
 - e) Data on all aspects of performance and accurate information on any variances?
9. The role of the Project Manager is to:
- a) Plan, organize, control and review the project?
 - b) Deal with problems only?
 - c) Manage communications?
 - d) Pay the Project Management Team?
 - e) None of the above?
10. Why are effective communications important to project success:
- a) So that all members of the Project Team understand the scope of the project?
 - b) To arrange the end of week party?
 - c) To keep the client happy?
 - d) To promote the project to the media?

PART B (Short answer) (50 marks)

Provide one or two sentence answers to all of the following questions:

1. What is a concise and generally accepted definition for project management?

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2. Why would you employ contract staff for project management?

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3. What is the purpose of a tender document and what elements should the document include?

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4. Why plan a project and what would the result of poor planning be?

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5. What is 'project control' and what are some of the key objectives for 'project control'?

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6. What are some of the 'types' of Project Managers and what important characteristics or traits do they exhibit?

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7. What are the five stages of 'project team' development?

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8. What are some of the key strategies to ensure effective meeting outcomes?

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9. What are some of the advantages of budgets?

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10. What is a 'Balance Sheet'?

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PART C (Paragraphs) (30 marks)

Provide a one paragraph response to three of the following:

1. The following financial details relate to the 'Flinders Chase Café'. Prepare a 'Balance Sheet' for the business.

Cash at bank	\$10,000
Assets	
- vehicle	\$15,000
- shop furnishings	\$20,000
- various plant	\$25,000
- equipment	\$10,000
- stock	\$ 7,500
Liabilities	
- bank loan	\$50,000
- creditors (suppliers)	\$ 7,500
Owners Equity	\$50,000
(goodwill)	

2. A 'personality' conflict has developed between two members of a 'project team' that threatens the success of the project because the people involved are not able to work together effectively. Discuss some of the possible causes of conflicts in a team and suggest options for managing and perhaps resolving this situation.

