

Round No: 108

IPMA Level D

Written Exam

Within Certification

In "Project Management"

(3:00 h = 180 min)

Reference is the English Language

المرجعية هي اللغة الإنجليزية

Round No.: 108	Serial Number:
Date of Examination: <u>11</u> <u>11</u> <u>2019</u>	
Name: _____ _____ _____	

Reached Points:

Task 1:	30
Task 2:	20
Task 3:	20
Task 4:	15
Task 5:	15
Total	100

TASK 1**(30 Points)**

1	<p>If the task is on the critical path, it means:</p> <ul style="list-style-type: none">a. Total Float of the task is bigger than free Floatb. Free Float of the task is bigger than total Floatc. Task has only free Float, but no total Floatd. Task does not have any Floate. Task has only total Float but no free Float.
2	<p>A project kickoff meeting for an internally staffed project would normally include all of the following except:</p> <ul style="list-style-type: none">a. A written agendab. Key project stakeholdersc. Creation of a project charterd. Discussion of project roles
3	<p>When the project outcomes are poorly defined, the project team tends to:</p> <ul style="list-style-type: none">a. grow larger.b. get smaller.c. lose focus.d. gain cohesiveness.
4	<p>Stakeholder analysis includes:</p> <ul style="list-style-type: none">a. clarifying product component interactions.b. discovering risk-strategy linkages.c. identifying communications needs.d. documenting contractual requirements.
5	<p>The main difference between a risk and a problem is that:</p> <ul style="list-style-type: none">a. risks cause project failures.b. risks are always in the future.c. risks cost more to respond to.d. risks cannot be ignored.

6	<p>What are the tasks of personnel management? '1 Absenteeism policy. '2 Payroll administration. '3 Dismissal mediation.</p> <ul style="list-style-type: none"> a. Option 1 and 2 b. Option 2 and 3 c. Option 1 and 3 d. Option 1, 2 and 3
7	<p>Which type of behavior from the project manager is most likely to help produce a successful project?</p> <ul style="list-style-type: none"> a. Communicates on the basis of “need to know.” b. Is pessimistic to keep expectations low. c. Consistently supports the majority view. d. Listens carefully to others.
8	<p>What aspects are part of the iron triangle in project management?</p> <ul style="list-style-type: none"> a. Time, costs and quality b. Quality, issues and risks c. Executive, senior user and senior supplier d. Improvisation, working by plan and working routinely.
9	<p>All of the following are factors in a make-or-buy analysis except:</p> <ul style="list-style-type: none"> a. Product requirements b. Sunk costs c. Market conditions d. Cost of managing the purchasing process
10	<p>When the scope is poorly defined or poorly understood, there is a greater-than-normal need for:</p> <ul style="list-style-type: none"> a. a larger-than-normal project team. b. communication with the stakeholders. c. daily reporting of actual expenditures. d. the use of automated scheduling tools.

11	<p>Which of the following is most likely to be included in a project closeout report?</p> <ul style="list-style-type: none"> a. Lessons learned b. Accepted risks c. WBS dictionary d. Design alternatives
12	<p>When there is a complex message that could easily be misunderstood, the most effective medium to use is:</p> <ul style="list-style-type: none"> a. in-person contact. b. a written memo reviewed by a colleague. c. email. d. tele-conferencing.
13	<p>Negotiation is when two or more parties are trying to reach an agreement that:</p> <ul style="list-style-type: none"> a. satisfies both their interests, at least to some extent. b. minimizes project delays. c. ensures a clear win for one of them. d. exceeds their goals.
14	<p>“Managing by projects” means that an organization is:</p> <ul style="list-style-type: none"> a. applying project management techniques to as much of the organization’s work as possible. b. using project management techniques on any work over eight hours in duration. c. training all employees to be project team members. d. outsourcing as much work as possible to achieve improved financial management.
15	<p>Which of the following is most likely to contribute to project success?</p> <ul style="list-style-type: none"> a. A detailed organization chart. b. A full-time project manager. c. Team members with well-defined roles. d. Detailed specifications.

Task 2**(= 20 points)****(Question Cash Flow and Forecasting)**

Use the following information to produce a cash flow statement for the months January to June.

Given the Following monthly total cost expenditures for a small project. (Including direct and indirect costs)

MONTH	Jan	Feb	Mar	Apr
Cost (L.E)	30000	50000	70000	50000

- . Assume 10% markup.
- . Retention is 5% throughout the project.
- . Finance charge is 1% per month.
- . Payments are billed at the end of the month, and are received one month later.

Required:

- a) Assuming there is no initial payment, answer the following :
 - i- Calculate the expenses and income profile of the project (table only).
 - ii- Sketch the diagram of the overdraft profile.

- B) Assuming an initial payment of L.E25000, answer the following:
 - i- Calculate the expenses and income profile of the project (table only).
 - ii- Compare between the maximum required finance and net profit in both cases.

السؤال رقم (2)

(= 20 نقطة)

باستخدام المعلومات التالية ، المطلوب عمل التدفقات النقدية للشهور من يناير إلى يونيو
يبين الجدول التالي اجمالى التكلفة لمشروع صغير (بما فيها التكلفة المباشرة وغير المباشرة)

الشهر	يناير	فبراير	مارس	ابريل
التكلفة بالجنيه المصرى	30000	50000	70000	50000

. باعتبار 10% مبلغا مضافا .

. 5% ارباح محتجزة خلال المشروع .

. الضريبة المالية 1% شهريا .

. المدفوعات تحصل آخر الشهر وتسلم بعد شهر .

المطلوب :

أ) باعتبار عدم وجود دفعات اوليه اجب عما ياتى :-

- احسب شكل المدفوعات والدخل للمشروع (جدولا فقط) .

- ارسم شكلا توضيحيا لشكل السحوبات .

ب) باعتبار مدفوعات اولية قيمتها 25000 جنيه مصرى اجب عما ياتى :-

- احسب المدفوعات والدخل للمشروع (جدولا فقط) .

- قارن بين اقصى المالىات المطلوب وصافى الربح فى كلتى الحالتين .

TASK (3)**(=20 Points)**

You are the project manager for project with the following network diagram

Task	Preceding Activity	Estimate in weeks
Start		0
D	Start	4
A	Start	6
F	D, A	7
E	D	8
G	F, E	5
B	F	5
H	G	7
C	H	8
End	C, B	0

1. What type of network diagram is this?
2. Draw the network diagram
3. Calculate all of the paths in this network diagram
4. What is the duration of the critical path of this network diagram?
5. What is the float of task B?
6. What is the float of task E?
7. What is the float of task D?

(= 20 نقطة)

السؤال رقم (3)

أنت مدير مشروع و التي شبكته كالتالى:

Task	Preceding Activity	Estimate in weeks
Start		0
D	Start	4
A	Start	6
F	D, A	7
E	D	8
G	F, E	5
B	F	5
H	G	7
C	H	8
End	C, B	0

1- مانوع الشبكة؟

2- إرسم الشبكة.

3- إحسب جميع مسارات الشبكة.

4- ما زمن المسار الحرج؟

5- ما هو سماح النشاط B؟

6- ما هو السماح للنشاط E ؟

7- ما هو السماح للنشاط D ؟

TASK (4)**(=15 Points)**

The cost data for a small construction project are given in the following table. The estimated project duration is 10 months. The project has been working for 7 months.

No	Work item	Unit	Total quantity	Estimated Unit cost (L.E./unit)	Cost report of the 7 th month		
					Quantity Completed		Cost variance
					Target	Actual	
1	Excavation	m ³	400	2,5	400	400	- 200
2	Concrete footing	m ³	300	400	300	300	- 3000
3	Concrete columns	m ³	100	420	100	90	900
4	Concrete slabs	m ³	100	450	50	60	300
5	Brickworks	m ³	1500	25	600	750	-750
6	Plastering	m ²	1500	9	450	300	-450
7	Painting	m ²	1500	8	0,0	0,0	-----

Required:

- Calculate the BCWS, BCWP and ACWP .
- Comment on the project cost and time situation .
- Predict the expected final cost and final duration at the end of the project.

Hint: Budgeted Cost for Work Scheduled (BCWS)**Budgeted Cost for Work Performed (BCWP)****Actual Cost for Work Performed (ACWP)**

السؤال رقم (4)**(= 15 نقطة)**

في ما يلي جدول يوضح بيانات التكلفة لمشروع انشائي صغير . والمدة المقدرة لتنفيذ المشروع هي 10 (أشهر) . وقد ظل العمل في المشروع لمدة 7 أشهر .

الرقم	بند العمل	الوحدة	اجمالي الكمية	تقدير تكلفة الوحدة (الجنيه /الوحدة)	تقرير التكلفة في 7 أشهر		
					الكميات التي تم الانتهاء منها		التباين في التكلفة
					المخطط	المحقق	
1	اعمال الحفر	متر مكعب	400	2,5	400	400	- 200
2	الأساس الخرساني	متر مكعب	300	400	300	300	- 3000
3	الأعمدة الخرسانية	متر مكعب	100	420	100	90	900
4	الألواح الخرسانة	متر مكعب	100	450	50	60	300
5	أعمال بناء بالطوب	متر مكعب	1500	25	600	750	- 750
6	أعمال محاره	متر مربع	1500	9	450	300	- 450
7	اعمال الدهانات	متر مربع	1500	8	0,0	0,0	-----

المطلوب :

- حساب الـ BCWS و BCWP و ACWP .
- التعليق على تكاليف المشروع و موقف الوقت.
- التنبؤ بالتكلفة النهائية المتوقعة والمدة النهائية في نهاية المشروع

TASK (5)

(=15 Points)

Q.1

It is reported to you that a buyer from your team has been accepting gifts from suppliers, even though this is prohibited by the governance rules of your organisation. You use this as an opportunity to raise the awareness of your team about the relevant issues. List three ethical principles that you demand of your team in your role as the project manager.

Q.2

Two teams from two different departments in your organisation continually blame each other during project meetings: that the solutions proposed by the respective other team are wrong, and that the other team anyway does not have the necessary authority to have a say in solving the problem. You have decided to solve this organisational conflict. Which procedural steps do you consider when it comes to discussing the dispute? Name three procedural steps that might be considered in this situation.

Q.3

In village X, powerful thunderstorms regularly cause the village stream to burst its banks, destroying fields and flooding the village. You are the project manager for the construction of the flood relief tunnel. Identify three stakeholders together with their interests, and in each case, derive a necessary activity

Q.4

Your company has agreed a delivery contract with a customer. You are aware that the customer has a solvency problem. What action do you take? In addition to this measure, name two activities with which you can specifically implement this measure.

Q.5

Projects often also involve conducting negotiations. For this reason, it is conceivable and necessary to conduct negotiations with various partners. Name three potential partners with whom a project manager usually must conduct negotiations.