

FINAL EXAMINATION

Semester	:	JANUARY 2026 SEMESTER
Programme Name	:	DIPLOMA IN E-BUSINESS TECHNOLOGY
Course Code & Name	:	DEB2224 PROJECT MANAGEMENT
Duration	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. The question paper consists of **FOUR (4)** questions.
3. Answer **ALL** questions in the question paper.
4. Answers to the questions are to be written into the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination paper(s) used or unused out of the examination hall.

WARNING:

The Examination Board of Peninsula College Georgetown regards cheating as a very serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in the accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

(This booklet contains 3 printed pages including this page)

DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO

Answer **ALL** questions on the separate sheet provided.

[100 marks]

1. a) Discuss the **FOUR (4)** key stages of the Project Control Cycle in project management. (8 marks)

- b) The table below provides project data for different tasks at the end of Week 10.

Task	Planned Value, RM	Earned Value, RM	Actual Cost, RM	Cost Variance, RM	Schedule Variance, RM
A	P	18,000	19,000	Q	-2,000
B	15,000	17,000	14,500	2,500	R
C	30,000	S	T	-4,000	-2,000

- i) Find the values for P, Q, R, S and T. (5 marks)
- ii) Identify which task is progressing ahead of schedule. (2 marks)
- c) A software development project has the following EVA data at the end of March 2026:
Planned Value (PV) = RM 80,000
Earned Value (EV) = RM 70,000
Actual Cost (AC) = RM 75,000
- i) Find the Cost Performance Index (CPI). (2 marks)
- ii) Find the Schedule Performance Index (SPI). (2 marks)
- iii) Based on the calculated CPI and SPI values, justify the project's status. (2 marks)
- iv) Find the Cost Variance (CV). (2 marks)
- v) Find the Schedule Variance (SV). (2 marks)
- Total: [25 marks]

2. A project involves the installation of 1,000 new network servers across a campus. The total budget for this work package is RM500,000. According to the schedule, by today, 600 servers should have been installed. However, the site report shows that only 450 servers are actually installed. The actual cost incurred for these 450 servers is RM240,000.

- i) Identify the Cost Variance (CV). (2 marks)
- ii) Identify the Schedule Variance (CV). (2 marks)
- iii) Interpret whether the project is over budget or under budget. (4 marks)
- iv) Interpret whether the project is ahead of schedule or behind schedule. (4 marks)
- v) Identify the Budget at Completion (BAC). (1 mark)
- vi) Identify **TWO (2)** functions of Cost Performance Index (CPI). (2 marks)

- vii) Discuss **FIVE (5)** corrective actions the project manager should take based on the EVA results. (10 marks)

Total: [25 marks]

3. a) Discover **FIVE (5)** reasons of project termination with relevant examples. (15 marks)

- b) Demonstrate **FIVE (5)** items to consider for project evaluation report recommendations. (10 marks)

Total: [25 marks]

4. A company has just completed a major project. The management plans to conduct several activities, including confirming project acceptance from the customer, reviewing project successes and failures, and assessing the performance of the project team and project manager.

- a) Show **THREE (3)** key post-project activities that should be carried out to properly close the project. (9 marks)

- b) Describe any **SIX (6)** agendas to be discussed during post-project evaluation. (12 marks)

- c) Contrast **TWO (2)** differences between in-process project audit and post project audit. (4 marks)

Total: [25 marks]

- END OF QUESTIONS -