

BSBPMG512 MANAGE PROJECT TIME

THEORY EXAM INSTRUCTIONS

- This exam will occur under standard assessment conditions.
 - An oral examination may be allowed under certain circumstances whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. Feedback and Assessor Comments)
- Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
- Please fill in the details below, providing your name, signature and date of assessment.
 - Your signature acknowledges that this is your own work.
- Assessors are to complete marking in pen of a different colour to the Participant.
- If a Participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
 - If a Participant changes their response in writing, they must put their initials next to the written change.
 - If a Participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name _____

Participant signature _____

Date _____

Assessor name _____

Assessor signature _____

Date _____

Number of questions	Number of questions answered correctly	Task outcome (Tick)	
		Satisfactory	Not Yet Satisfactory
27		☐	☐

Q1. Explain the purpose of a Work Breakdown Structure.

Answer Assessor's discretion. Should resemble: A Work Breakdown Structure progressively breaks down or decomposes deliverables into smaller and more manageable levels. ☐

Q2. Define the term 'work package'.

Answer Assessor's discretion. Should resemble: A work package is the lowest level a deliverable can be broken down to. ☐

Q3. Explain the relationship between a work package and an activity.

Answer Assessor's discretion. Should resemble: A work package is the lowest level a deliverable can be broken down to. A deliverable can be broken down further into activities. An activity is a distinct, scheduled portion of work performed during the course of a project. ☐

Q4. Define the term 'sequence activities' as it relates to project management.

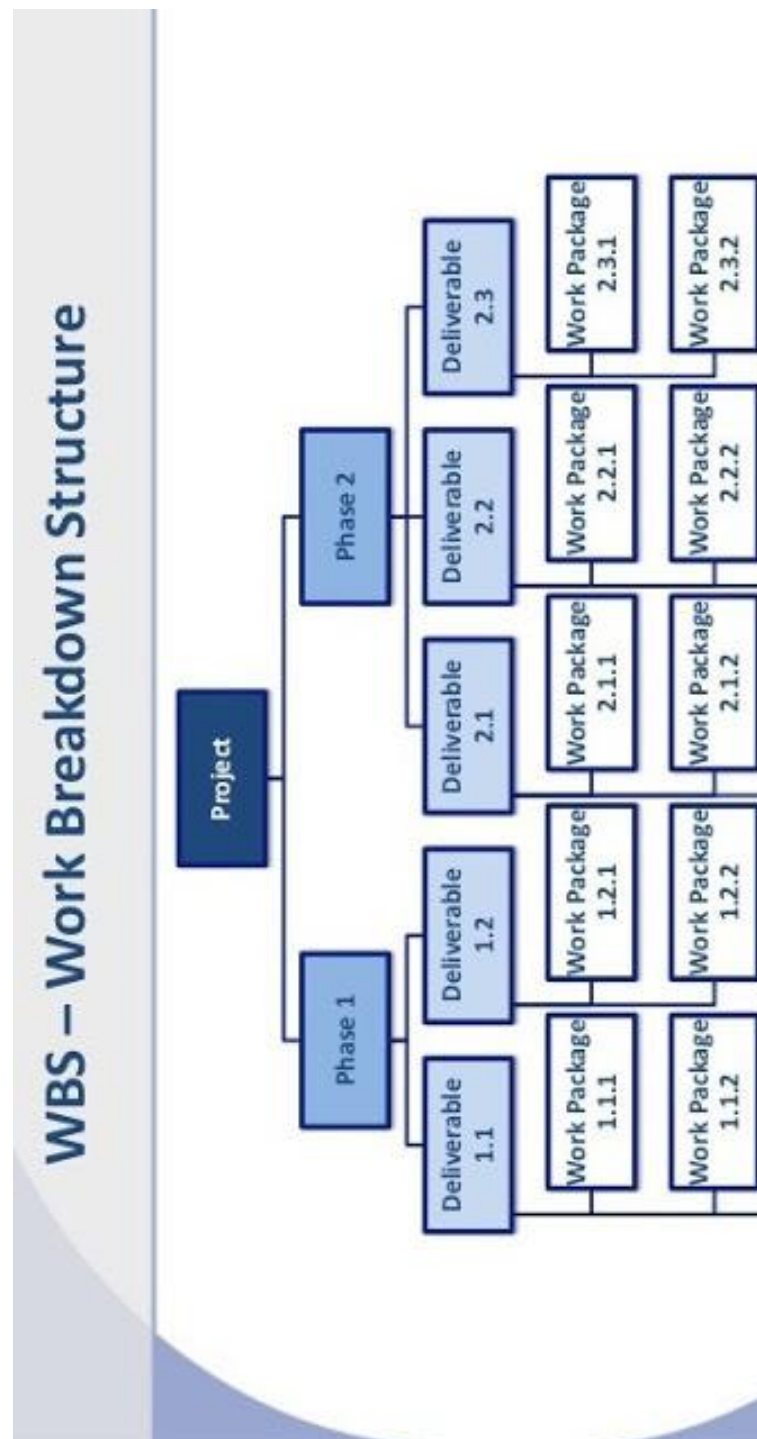
Answer Sequence activities is the process of identifying and documenting relationships among project activities. ☐

Q5. Draw a diagram of a work breakdown structure.

Answer



Assessor's discretion. For example:



Q6. Explain the meaning of the term 'effort' in project scheduling.

Answer

Assessor's discretion. Should resemble: Effort is the number of units of labour – for example hours, days or weeks - needed to complete a work package.



Q7. Discuss why it is important to estimate your available resources when estimating the durations of activities.

Answer

Assessor's discretion. Should resemble: Your available resources affect how long it will take to complete the work. For example:



- Resources such as people are not the same – a more skilful person will complete a task quicker than a less skilled person
- A task with two resources allocated to it might take up to half the time an activity would take using only one resource of the same type.

Q8. Explain each of the following terms.

Answer

Term	Explanation
Analogous estimating	Assessor's discretion. Should resemble: Estimating is based on historical information and experience with a similar activity
Parametric estimating	Assessor's discretion. Should resemble: Uses a figure based on historical experience, such as cost per square metre
Bottom-up estimating	Assessor's discretion. Should resemble: Aggregating the durations from the activity list and working up



Q9. Explain the meaning of each of the following precedence diagramming methods and draw a diagram to illustrate each.

Answer

Type	Explanation	Diagram
Finish-to-start (FS)	The preceding activity must be finished before we can start the succeeding activity	
Finish-to-finish (FF)	The previous activity must be finished before the subsequent activity can be finished	
Start-to-start (SS)	The previous activity must be started before the subsequent activity can be started	
Start-to-finish (SF)	A subsequent activity cannot finish until its predecessor activity has started	



Q10. Explain what is meant by a critical path in project management.

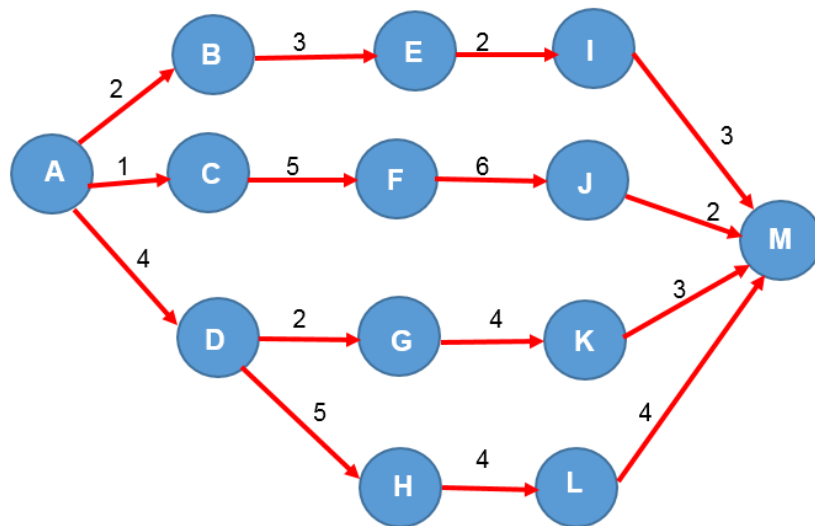
Answer

Assessor's discretion. Should resemble: A project's critical path is the longest path in a schedule of project activities. It represents the minimum time that a schedule can take – the rate-determining sequence - and what flexibility there is within the schedule and in what activities is there flexibility



Q11. Which of the paths in the chart below is the critical path?
Tick your response. Note: The numbers shown below represent days.

Critical path diagram



Answer

Choice	Possible Answers
	A-B-E-I-M
	A-C-F-J-M
	A-D-G-K-M
✓	A-D-H-L-M



Q12. You are working on a project where you estimate the following:

- Your expected project duration is 8 days
- Your optimistic project duration is 7 days
- Your pessimistic project duration is 15 days

Calculate each of the following estimates to the nearest day.

Answer

	Estimated duration
Three point estimate	11 days $[(\text{Optimistic} + \text{Pessimistic}) \div 2]$
PERT estimate	9 days $[(\text{Optimistic} + \{\text{Expected} \times 4\} + \text{Pessimistic}) \div 6]$

☐

Q13. When does the process of schedule control end for a project?

Tick your response.

Answer

Choice	Possible Answers
	When the schedule baseline has been approved
✓	When the project has ended
	At the end of a major project milestone
	When work on the project has started
	When the project is forecast to finish on time

☐

Please refer to the following information to respond to Q14. Q15. Q16. and Q17.

A project has the following activities with the following durations:

Activity	Duration in days
A	1
B	2
C	4
D	2
E	1

The project also has the following activity dependencies:

- A and B can be done in parallel
- A must finish before C can start
- B must finish before D can start
- Both C and D must finish before E can start

Q14. Draw a Gantt chart for the project. You may either use the template below, or insert an image on the following page.

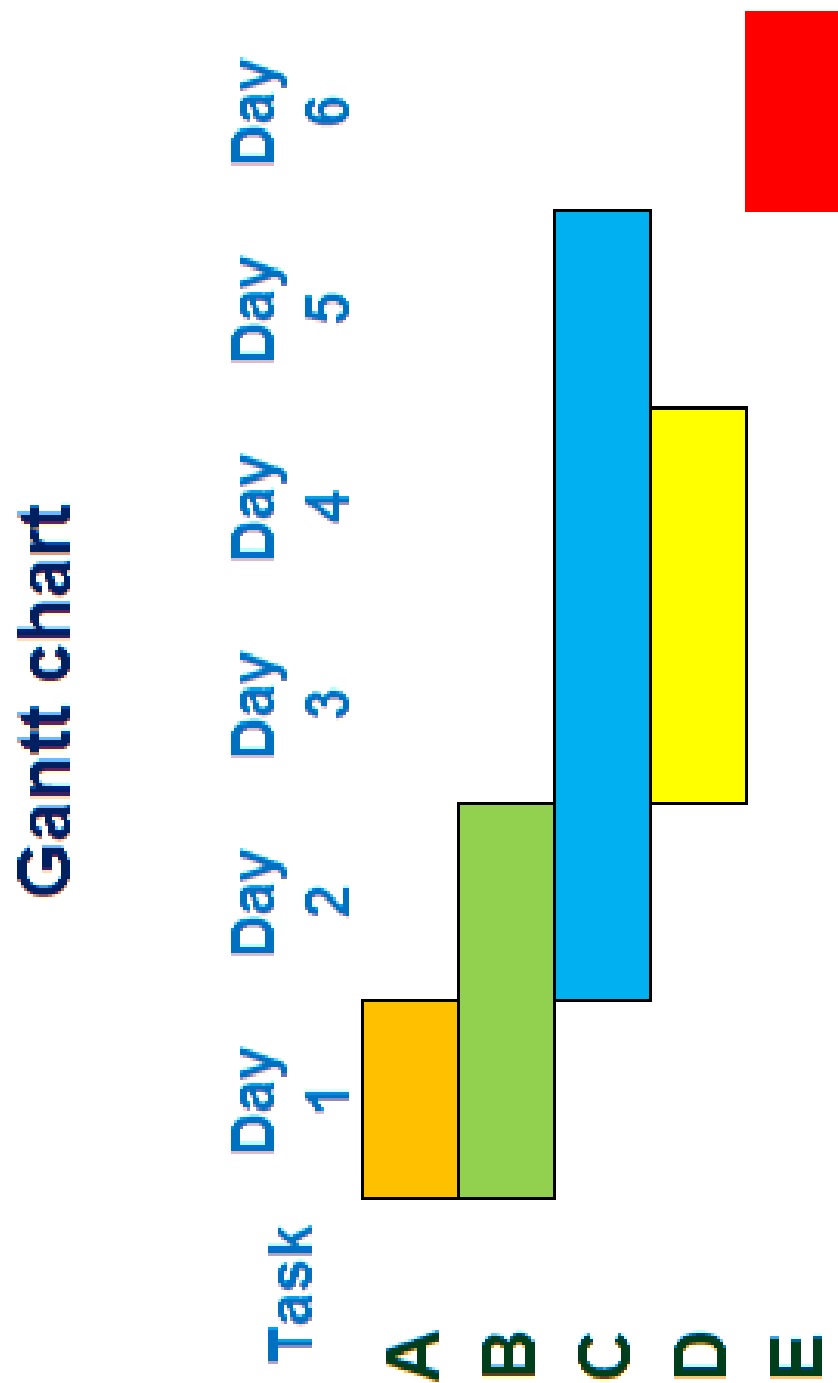
Answer

Task	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10



Answer

Assessor's discretion. For example:



Q15. Detail activities on the critical path in the order in which they are performed.

Answer

A – C - D

☐

Q16. Will the project's scope baseline be affected if Activity B is completed one day late but the other activities are completed on schedule? Fully explain the reason for your answer.

Answer

Assessor's discretion. Should resemble:

☐

No. Activity B is not on the project's critical path and one extra day will not affect the project's finishing date.

Q17. Will the project's scope baseline be affected if Activity C is completed one day late but the other activities are completed on schedule? Fully explain the reason for your answer.

Answer

Assessor's discretion. Should resemble: Yes. Activity C is on the project's critical path.

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Q18. List five (5) advantages of a Gantt chart.

Answer

Advantage	Description
1	For example: Easy to schedule tasks
2	For example: Easy to understand
3	For example: Dates are clear
4	For example: Dependencies are clear
5	For example: Can be used for time management by plotting actual performance against planned performance

☐

Q19. List three (3) disadvantages of a Gantt chart.

Answer	Disadvantage	Description	☐
	1	For example: They can take a lot of time if they have to be updated often	
	2	For example: They can become overly complex in larger projects as the number of activities grows	
	3	For example: The bars show the time taken for tasks but do not show how much work is required to complete the task	

Q20. Explain the meaning of 'variance analysis'.

Answer	Assessor's discretion. Should resemble: Variance analysis is used to compare actual results with planned results	☐
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Q21. In project schedule control, variance analysis measures which of the following? Tick your response.

Answer

Choice	Possible Answers
	Scope performance with schedule baseline
	Schedule performance with project baseline
✓	Schedule performance with schedule baseline
	Schedule performance with project schedule
	Schedule performance with milestone performance

☐

Q22. Trend analysis is used for which of the following scheduling purposes? Tick your response.

Answer

Choice	Possible Answers
	Measuring whether our project is on schedule or not
✓	Forecasting the future project schedule performance
	Determining which project activities are behind schedule
	To determine if a project activity is outside of a variance threshold.

☐

Q23. A project schedule can only be changed by which of the following?
Tick your response.

Answer	Choice	Possible Answers	☐
		The project manager	
		The project foreman	
		By notifying the project sponsor	
	✓	By raising a change request	
		By any member of the project team	

Q24. Explain the purpose of using schedule compression in project management.

Answer ☐ Assessor's discretion. Should resemble: Schedule compression is used to bring a delayed project back to conform to its schedule baseline.

Q25. Discuss what is meant by 'fast tracking' in project management.

Answer ☐ Assessor's discretion. Should resemble: Fast tracking is where activities that are normally done in sequence (finish-to-start) are partly done in parallel.

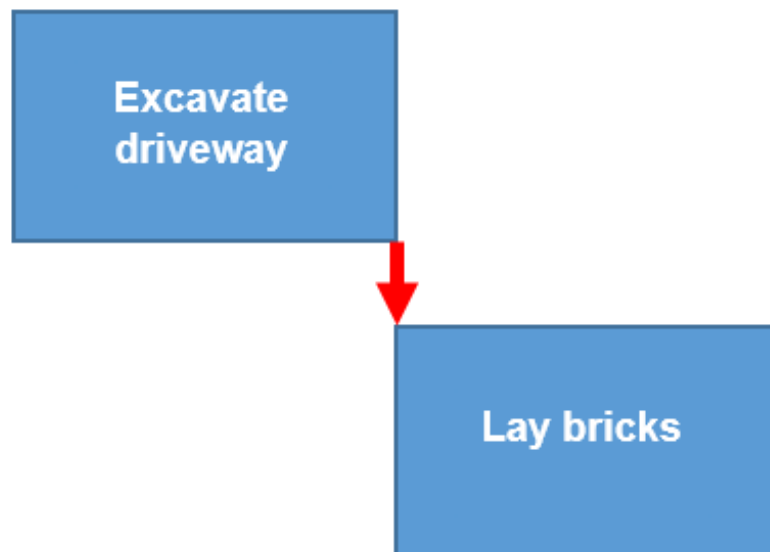
Q26. Draw a diagram that shows how fast tracking can save time on a project.

Answer

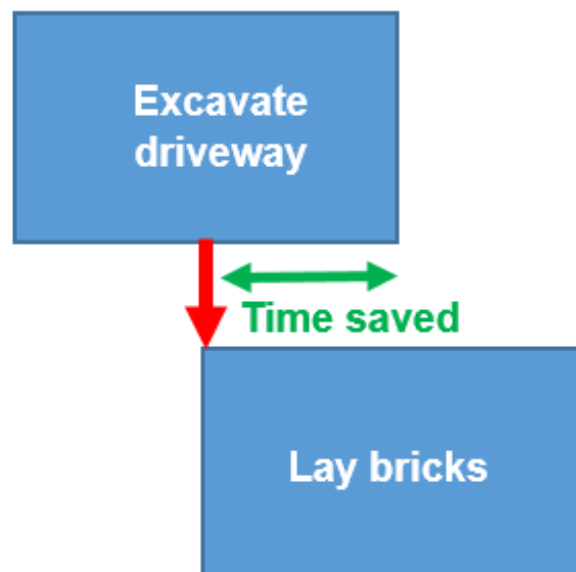


Assessor's discretion. For example:

Original schedule



Fast tracked schedule



Q27. Describe what is meant by 'crashing' in project management scheduling.

Answer

Assessor's discretion. Should resemble: Crashing shortens the project
duration by adding resources

