

Chapter 37: Exam practice question

Shut down at Jamaica Photos

- 1** Define the following terms:
- a** private limited company (2)
- This is an incorporated, limited liability business whose shares are traded privately, often between family and friends. It is not required to publicly release financial information.
- b** project management. (2)
- This is the use of modern management techniques to carry out and complete a project from start to finish, in order to achieve pre-set targets of quality, time and cost. This involves carefully defining the project, setting the objectives, dividing up the tasks, controlling the project at every stage, giving each team member a clear role and providing controls over quality issues and risks.

Apply **Resources table 3a** mark band descriptors.

- 2** Based on the information on the factory closure:
- a** construct a network diagram for closing the factory (6)

6 marks:

An entirely correct diagram including the key and the recognition of the dummy activity.

4– 5 marks:

A correct diagram missing the dummy activity and/or the key.

2– 3 marks:

One or two minor errors.

1 mark:

Network diagram attempted.

- b** calculate the ESTs and LFTs for each activity. **(4)**

4 marks:

Correctly calculated ESTs and LFTs.

2– 3 marks:

Up to two errors.

1 mark:

An attempt at an answer, but with more than two errors.

Marking is based on critical path network produced by student. Student should not be penalised for errors already marked down.

- c** identify the critical path. **(2)**

2 marks:

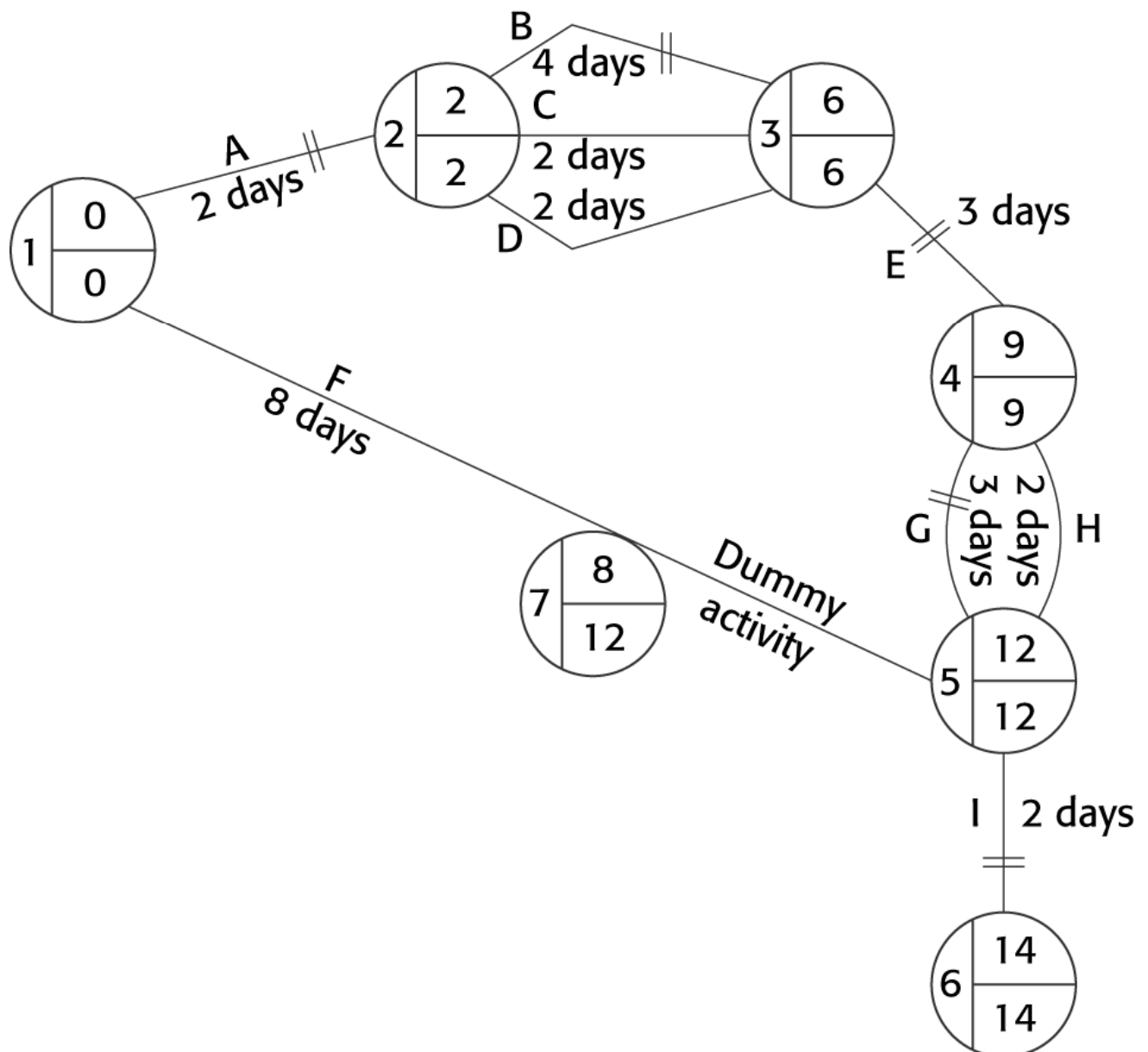
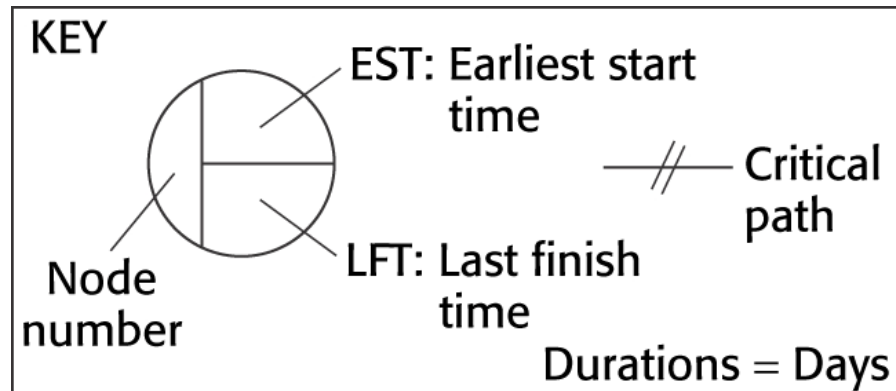
Critical path correctly marked and included on key.

1 mark:

Critical path correctly marked but not included on key.

Marking is based on critical path network produced by student. Student should not be penalised for errors already marked down.

CPI for Jamaica Photos Montego Bay closure



3 Evaluate the usefulness of critical path analysis to the management of Jamaica Photos. **(9)**

Positive:

- forms a useful basis for decision-making
- enables managers to order supplies and plan manpower needed in good time
- if staff have been involved in constructing the critical path analysis, then they may be committed to making it happen as planned
- contracts regarding finish dates can be signed with less risk
- cost and efficiency savings
- any other relevant point

Negative:

- cannot guarantee the project will reach a successful conclusion
- requires skilled and motivated staff to put it into effect
- a plan is only as good as the managers
- for new projects the critical path analysis may involve a lot of guesswork
- can take a long time and considerable expertise (and possibly computer skills) to produce a critical path analysis for a complex project
- any other relevant point

SL: apply **Resources table 1** mark band descriptors.

(SL questions do not usually go up to 9 marks, so the HL table is best used for SL students.)

HL: apply **Resources table 2** mark band descriptors.

A justified conclusion is usually required for a 9-mark question.