



ICM

SEPTEMBER 2015

MANAGING WORK & COSTS

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
-
- 1. Project meetings are a common feature in the delivery of projects. However, they are not always used to the best effect. Assess the actions that should be taken to ensure that project meetings are used effectively. [20]
 - 2. At some stage, a project manager will have to take action to address problems with a project. Review the types of corrective action that can be taken by a project manager in response to identified problems. [20]
 - 3. Review the routine and non-routine methods available for collecting information on progress with implementing a project. [20]
 - 4. Analyse the role, purpose, composition and function of a change committee in respect of controlling progress on a project. [20]
 - 5. Analyse the actions that should be taken to ensure the effective closedown and retrieval of files for a project. [20]
 - 6. Review the issues that a project manager will need to consider with regard to construction site organisation and management. [20]
 - 7. Project variation orders must be carefully managed if costs are to be controlled and the project delivered to plan. Analyse the purpose and content of a project variation order, illustrating your answer with an example. [20]
 - 8. The concept of earned value analysis is an important one for project managers to fully understand. Review the concept of earned value analysis and explain how an understanding of it will support the work of a project manager. [20]