



ICM

SEPTEMBER 2015

NATURE & ORGANISATION OF PROJECT MANAGEMENT

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 []
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1. PRINCE 2 has become widely established as a robust framework for the governance of projects. Set out and explain the components of the PRINCE 2 methodology. [20]
 2. Establishing a dedicated project team can be a very effective method for delivering a project. However, despite their advantages, dedicated project teams also have their disadvantages. Review the main advantages and disadvantages of establishing a dedicated team for the delivery of a project. [20]
 3. Assess the importance of balancing the THREE primary objectives of any project. [20]
 4. It goes without saying that a customer must be acutely aware of how their project will be financed. However, there will be occasions when a contractor will need to take an interest in the financing of a project. Discuss when this is likely to be the case. [20]
 5. Critically evaluate the extent to which support, cooperation and training are fundamental to the effectiveness of a project manager. [20]
 6. Explain and comment on the effectiveness of the various matrix forms of project organisation. [20]
 7. Set out and review the elements of the manufacturing project cycle. [20]
 8. Projects will incur a variety of costs during the course of their implementation. Explain the main costs that are likely to be incurred. [20]