



ICM

DECEMBER 2016

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. Many projects will require the use of temporary and agency staff. However, these staff can pose particular challenges to a project manager. Explain the particular issues that a project manager will need to consider when using temporary and agency staff. [20]
 2. Project variation orders are a common feature of every major scheme. Analyse the purpose and content of a project variation order, illustrating your answer with an example. [20]
 3. Expenditure can often be incurred following the completion of a project. Explain how post-project expenditure can be authorised, supporting your answer with an example. [20]
 4. Once the development of a project has been agreed, the next task is to ensure that it gets underway. Review the actions that need to be implemented to get a project underway. [20]
 5. Explain the actions that a project manager has available to tackle a project that is running late. [20]
 6. Every project is likely to require the consideration of changes during its implementation. Explain the main types of changes typically needed once a project is underway and set out the process by which they will be considered. [20]
 7.
 - a) Explain what an **activity progress questionnaire** is and give an example of this document for a project of your choice. [15]
 - b) Explain the significance of the **time-now date**. [5]
 8. Explain what a **build schedule** is and assess how it contributes to the work of a project manager. Illustrate your answer with an example of a build schedule. [20]