



ICM

JUNE 2016

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. Project managers, if they are to complete their tasks successfully, will need to display a range of personal skills and abilities. Review the key personal skills and abilities that a project manager will need to display. [20]
 - 2. Critically analyse the role and contribution of a project services group, using examples to support your answer. [20]
 - 3. Analyse EACH of the FOUR main categories of projects. [20]
 - 4. Review why, on occasions, it will be important for a contractor to understand how a project will be financed. [20]
 - 5. Critically evaluate the advantages and disadvantages of the matrix form of project organisation. Refer, in your answer, to the different types of matrix organisation typically used. [20]
 - 6. Analyse the risks that a company may encounter if it fails to complete a project in accordance with the set timetable. [20]
 - 7. Explain the various types of project managers that are likely to be employed on a project to build a large hospital. [20]
 - 8. Review the extent to which the seniority of a project manager will affect his or her ability to deliver a project. [20]