



ICM

MARCH 2017

PLANNING & SCHEDULING

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. A project manager faces numerous challenges in completing a project on schedule. Some of these challenges may be outside of their control. Analyse the main categories of events which a project manager might encounter which are outside of their control. [20]
 2. Using the example of a project to build a two-storey school, demonstrate and explain the **precedence system of notation**. Provide a supporting narrative to explain the diagram. [20]
 3. Explain the concept of **float**. Support your answer with examples of the various types of float. [20]
 4. Analyse the various factors that should be taken into account by a project manager when estimating activity durations. [20]
 5. Explain the concept of **error trap** and assess the action that can be taken by a project manager to mitigate its impact. Support your answer with an example. [20]
 6. Analyse EACH of the stages that will be followed when developing a project resource schedule. [20]
 7. Distinguish between the approaches of target-led planning and free planning, giving examples of EACH. [20]
 8. Set out the options available to a project manager for reducing resource restrictions in resource scheduling. [20]