



ICM

APPROVED PAPER

Project Management Advanced Diploma

Nature of Project Management

Saturday 19 January 2013 10:00-13:00

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) Read questions carefully. Attempt ANY FIVE questions.
- c) All questions carry equal marks. Marks for each question are shown in []
- d) Complete your full name, address, exam title in front cover of answer sheet.
- e) State number of question(s) being attempted on margin of answer sheet.

1 Chapter 1

1.1 Operations vs Project

Q5 Discuss, using examples, the distinction between the following : Operations, Projects , Programme & Portfolio? [20]

Q3 Using appropriate examples , explain how project work differs from operational work [20]

2 Tuckman

1.1 Describe Tuckman's 4 Stages of Team Development. [20]

3 Conflict

1.1 Discuss the 5 possible approaches that a project manager might adopt when dealing with conflict? Draw a diagram to demonstrate how the level of conflict on a project might vary during the project lifecycle.

2.1 Q2 With the aid of a diagram, discuss the 5 possible approaches that a project manager might adopt when dealing with conflict on a project. [20]

4 Support Structures

1.1 The job of the project manager will be made easier if the work environment and organisation culture provides support for projects. Outline the support structures which could exist in an organisation [20]

5 Functional Organisation structure

1. Describe with the aid of a diagram a typical Functional Organisation structure. What challenges for this type of structure pose for the cross functional management of projects? [20]

6 Stakeholder management

2. Describe the steps involved in Stakeholder management and identify the main outputs of the process
 3. Q7 Discuss the importance of Stakeholder Management for the success of the project. Outline the objectives of the key tasks required for effective stakeholder management. [20]
- [20]

7 triple objectives

4. Discuss the trade off involved in balancing the triple objectives of project management.

8 PMBOK

1.1 Q4 Describe the structure and scope of the Project Management Body of Knowledge (PMBOK 5th edition) . Discuss the issues which should be considered when adopting the PMBOK as the basis for an organisations project methodology. [20]

2.1 Q8 The Project Management Body of Knowledge (PMBOK) is not a project management meth-odology – Discuss

9 Misc

1.1 Describe the roles which a Project manager fulfils on a project and the specific responsibilities the PM is likely to be tasked with. [20]

2.1 Describe a typical project lifecycle and give 3 advantages to be gained from using a standard lifecycle.

3.1 Q1 Describe the criteria which might be used to measure the success of a project [20]

4.1 Describe, with the aid of a diagram, the Leadership Grid proposed by Blake & Mouton [20]

5.1 Q3 Describe the various types of power available to the Project Manager in the execution of their role. [20]

6.1 Q6 Describe the particular communications challenges associated with virtual teams. What steps can a project manager take to maintain effective communications within such teams? [20]

7.1 Q8 With the aid of a diagram – discuss the advantages and disadvantages of a fully projectised organisation. [20]

Q1. Discuss the purpose and benefits of the Project Management Office Describe the activities typically carried out by this office. [20]

Q4 Describe the primary role of the project manager. What are the typical activities for which project manager is responsible? [20]

Q5 Why is motivation relevant for the Project Manager? Describe Herzberg's theory of Motivation. [20]

Q6. Describe four attributes of an effective organisation structure. What are the advantages & disadvantages of running projects within a traditional Functional organisation structure? [20]

Q7 With the aid of a diagram describe the typical composition of a four-stage project lifecycle and outline the advantages for the project manager in using Lifecycle approach. [20]