

# CAMBRIDGE

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INTERNATIONAL EXAMINATIONS

## CAMBRIDGE MANAGEMENT AWARD

### EXECUTIVE CERTIFICATE

#### MODULE ASSIGNMENT

**MODULE TITLE:** Managing Projects

**MODULE NUMBER:** 4178/B

**Valid between 1 January 2002 and 31 December 2002**

#### INSTRUCTIONS TO CANDIDATES

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be between 2000 and 3000 words.



UNIVERSITY *of* CAMBRIDGE  
Local Examinations Syndicate

## **Executive Certificate Module 4178/B**

### **Managing Projects – Option Module**

#### **Title: Project Review**

For this assignment, you will need to identify a project that has been undertaken in your chosen organisation and is now complete. It may be a project in which you were involved. There are no restrictions on the size or scope of the project, or on the length of elapsed time since its completion. The main criterion is that project records are accessible to you.

1. Identify a project that has been undertaken in your chosen organisation and is now complete. Obtain copies of all records relating to this project, considering at least the following:

- project scope
- stakeholders
- key performance indicators
- plan
- interim reporting
- outcome and final report.

If they are available, you should speak with people involved with the project to add their views and perceptions to the record.

2. Review this record set and trace the history of the project from its inception to completion. Prepare a brief overview of the project life-span, as seen from your historical perspective, based upon your review.

3. Evaluate the project by considering two questions:

- How well did the project go, according to expectations?
- What changes to the plans were made during the project lifetime and why?

You should take into account at least the following:

- the achievement of the stated task objectives
- unexpected costs or benefits
- finances, including variance analysis
- completed activities against the schedule
- accuracy of critical path and/or flow chart analysis
- accuracy of cost/benefit analysis.

4. As part of the evaluation, you should now give your own views on the project, taking into account the following questions:

- Was the project a “success”, and how is this defined?
- How well was the project managed?
- The planning tools used and the appropriateness of these.
- The approach taken to close and hand over the project.
- From lessons learned through your review, what improvements could be made to the way in which a future project is planned, implemented, managed and controlled?

5. Present your full project report from the above stages 2-4 to your manager both verbally and in writing. Record any comments and feedback.

You must include in your assignment all documentation, notes and materials generated from each stage as shown above.

You are not expected to include confidential information on your organisation, its personnel or performance.