

Question 1

Text reference. Project management is covered in Chapter 13 of your BPP Study Text. Organisational culture is covered in Chapter 5 and organisational configuration is covered in Chapter 7. The three strategy lenses are covered in Chapter 1.

Top tips.

Part (a) (i). Note that there are three parts to this question. It asks you for the mistakes made by the project manager at each of the three stages: implementation, conduct and termination. Make sure you address all three areas. Using the stages as headings will help you to structure your answer.

Take care not to just repeat information from the scenario. Ensure you use this information to actually answer the question asked in the requirement. For example, while the fact that the doctors did not attend a meeting leads to problems in the planning of the project, this is not in itself a mistake made by the CEO. The doctors' absence occurred as a result of the mistakes the CEO made, such as failing to allocate team members to the project full time, and failing to communicate and manage the timetable of meetings to ensure all participants were present. Therefore, these are the issues you should identify, not the doctors' failure to attend the meetings.

Part (a) (ii) Note that this requirement covers both organisational culture and organisational configuration therefore you should include a discussion of each in your answer.

The use of models such as the cultural web will help you with this requirement, but do not rely too heavily on it. There is not necessarily something in the scenario for each of the elements of the web. Focus your answer on the relevant parts of the model.

Minzberg's stereotypical configurations model also provides a strong basis for the section of this requirement dealing with organisational configuration. For example, how is the configuration of the hospital likely to differ from the configuration of the CEO's previous organisation – a manufacturing company?

Part (b) - make sure that you are familiar with all areas of the syllabus and practice as many actual past exam questions as possible. Despite this question having already been asked in a previous exam a number of students did not appear to be familiar with the three strategy lenses.

Under the experience lens, a number of students took the approach that Terry was using 'strategy as experience' by trying to use the approach which had served him well in his previous job. This approach may also be valid providing that the answer then went on to note the reason why the strategy failed was because Terry's experience was not relevant in this kind of organisation.

Marking scheme

	Marks
(a)	
(i) 1 mark for each relevant point up to a maximum of 18 marks	
(ii) 1 mark for each relevant point up to a maximum of 18 marks	
Up to 4 professional marks are allocated for the clarity, structure and logical flow of the answer	
Total for requirement (a)	40
(b) One mark for each relevant point up to a maximum of 10 marks	10
Total =	50



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