



the
UNIVERSITY
of
GREENWICH

EXAMINATION PAPER: **ACADEMIC SESSION 2006 / 2007**

Campus: **Avery Hill**

School: **Architecture and Construction**

Programmes: **BSc (Hons) Building Surveying**
BSc (Hons) Design & Construction Management
BSc (Hons) Quantity Surveying
BSc (Hons) Estate Management

Course Code: **BUIL 0097**

Course Title: **PROJECT & CONSTRUCTION**
MANAGEMENT

Level: **3**

Duration: **3 hours**

Date: **16th May 2007, start time 9.30 am**

INSTRUCTIONS TO CANDIDATES & FOR INVIGILATORS

Answer FOUR questions, TWO from Part A and TWO from Part B.

Use a separate answer book for each Part.

All questions carry equal marks.

Candidates must comply with the “Instructions to Candidates” printed on the examination answer book.

PART A

1. a) Discuss the principles of lean production. (10 marks)
b) Discuss how these are applied to the construction industry. (15 marks)
2. a) Explain the principles and advantages of partnering. (15 marks)
b) Discuss how partnering is implemented in the construction industry and how it contributes to the process of continuous improvement. (10 marks)
3. Discuss the factors that make a team a successful team and the activities that the project manager undertakes to enable the team to be successful.
4. The Latham and Egan reports have initiated widespread change in the construction industry.

Discuss the effect these changes will have on construction and the management of construction.

PART B

5. Organisational Structures have an impact on how project teams work together. Discuss the advantages and disadvantages of delivering a project in both:
 - a) Hierarchical Organisational Structures
 - b) Matrix Organisational Structures
6. The Project Definition process is an important stage in the management of projects. What factors should be considered (and why) to ensure the project is fully defined?

7. Architects have traditionally taken the role of lead consultant in construction projects – they therefore make the best Project Managers

Discuss.

8. The Project Manager's contractual relationship is normally with the client only. As they have no contractual relationship with other members of the project team it is often considered that they have no authority. What steps can the Project Manager take to effectively manage the Project on the client's behalf.

Discuss

