



the  
UNIVERSITY  
of  
GREENWICH

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

**Campus:**                                    **Avery Hill**

**School:**                                      **Architecture and Construction**

**Course Code:**                            **BUIL 1055**

**Course Title:**                            **Management Principles for Construction and  
Property Development**

**Level:**                                        **Postgraduate**

**Date:**                                        **16<sup>th</sup> May 2007, start 9.30 am**

**Duration:**                                 **3 hours**

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#### **INSTRUCTIONS TO CANDIDATES & FOR INVIGILATORS**

**Answer FOUR questions.      TWO from PART A      and TWO from PART B.**

**Answer each PART in separate answer books**

**All Questions carry equal marks.**

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

## Part A

1. As the senior manager in a firm, provide fully considered proposals to show how you would motivate your employees.
  
2. a) Discuss the principles of Strategic Human Resource Management (HRM).  
(10 marks)
  
- b) Consider the advantages and disadvantages of Humanistic (soft) form of HRM and evaluate whether it is a benefit to firms operating in the construction and/or property industries.  
(15 marks)
  
3. 'Super-teams' offer huge increased performance to firms. As the team leader/manager discuss what is required to produce a 'super-team'.
  
4. 'A command and control approach to the management of workers must inevitably give way to a more democratic-empowered approach.'  
Critically discuss.

## Part B

5. a.) Compare and contrast the Qualities or Traits Approach with the Styles Approach to leadership.  
(17 marks)
  
  - b.) Discuss their relevance in organisations today.  
(8 marks)
  
  - 6 a) Compare and contrast intended and emergent strategies.  
(8 marks)
  
  - b) Discuss the relevance of strategy in a global organisation in the 21<sup>st</sup> century.  
(17 marks)
- /continued

7. a.) Discuss why, and in what ways, resistance to change occurs. (13 marks)
- b.) Discuss how resistance to change should be managed. (12 marks)
- 8 a.) Discuss the concept of organisational culture and describe the different types of culture that have been identified. (15 marks)
- b.) Evaluate the factors that might influence the development of culture. (10 marks)