



the  
UNIVERSITY  
of  
GREENWICH

**EXAMINATION PAPER:**            **ACADEMIC SESSION 2005 / 2006**

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

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

**Department:**                        **Building Economics & Management**

**Course Code:**                        **BUIL 0097**

**Course Title:**                        **PROJECT & CONSTRUCTION  
MANAGEMENT**

**Level:**                                    **3**

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

**Date:**                                    **Thursday 4<sup>th</sup> May 2006, start 9.30 am**

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### **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 and how these are applied to the construction industry. (12 marks)  
b) Discuss and evaluate the importance of people to the success of lean construction. (13 marks)
2. Supply Chain management and partnering are central to the process of continuous improvement that underpins lean construction. Discuss the principles of supply chain management and partnering, explaining how the two work together.
3. a) Compare formal groups with informal groups. (10 marks)  
b) Discuss the factors that make a team a successful team. (15 marks)
4. As the construction manager, discuss how you would lead and motivate a construction project.

## PART B

5. 'Getting what you want from a dispute is just a question of luck'.  
Discuss
6. A client has requested your Multidisciplinary Consulting practice to provide procurement advice on a recently acquired prestige site in Greenwich. The work required is alteration work to accommodate and teach 3,000 students on the site. Consider appropriate procurement strategies (contract options), explaining how these might be implemented to meet your client's needs.
7. 'Leadership skills are important for the executive Project Manager'.  
Discuss
8. 'Project Management is responsibility without legal liability'.  
Discuss this statement.