



## ENVSGC03 Draft Examination Paper, January 2002

### Answer TWO Questions only

1. *Either*

Why do firms need strategies? Illustrate your answer by reference to strategic choices made by one construction firm or business unit within a firm.

*Or*

Business Planning Tools help provide a clear frame of reference, yet have limitations in practice. Discuss in relation to one business planning tool or model, using practical examples from industry.

2. *Decision-making* in firms is a central part of management and communication. Discuss the decision-making process in relation to **one** of the following:

- The work of Gert Hofstede
- Managing *critical events* or *moments of truth* within a relationship management paradigm
- Transaction costs

Use examples to illustrate your answer.

3. The *learning organisation* and *emotional intelligence* are management concepts. Chose **one** of these concepts and discuss, using practical examples, the extent to which the chosen concept can be applied in a project management environment.

4. Management training consultant, Steve Witt, says:

*Leadership is about colouring outside of the lines.*

Discuss this through case material of construction and/or project management firms.

5. *Metaphors* are one way of understanding the firm. Examine this proposition in relation to **one** of the following:

- The contractor and image conveyed to staff and clients
- The client and the briefing process.

Use examples to illustrate your answer.

**END OF PAPER**