UNIVERSITY COLLEGE LONDON

University of London

EXAMINATION FOR INTERNAL STUDENTS

For The Following Qualification:-

M.Sc.

ESMP01: The Management of Projects

COURSE CODE   : **ENVSMP01**

DATE   : **15–APR–05**

TIME   : **10.00**

TIME ALLOWED   : **2 Hours**

Candidates must answer **TWO** of the following four questions:

1. Critically argue the strengths and the weaknesses of the concept of the management of projects as a relevant discipline for today's construction industry.

2. If management is a highly contextual subject, how generic can the discipline of the management of projects be, and what practical validity can the efforts of OGC, Constructing Excellence and other such pan-company institutions have in getting 'best practices' applied? *(50 marks)* Critically address the assumptions underlying your answer. *(50 marks)*

3. "Why did project management/ the management of projects emerge as a discrete subject within the broader area of management during the second half of the 20th century? *(50 marks)* How has construction adapted the general principles of these disciplines and what have been the significant consequences, if any? *(50 marks)*

4. Imagine you are managing a refurbishment project of a local theatre, which is in the early stages of its construction phase. You are confronted with a dispute between the architect, the construction team manager and the creative director of the theatre. It appears that whilst the front of house and main auditorium elements are unproblematic, there are serious differences, between the three parties involved, about the work on altering the size and layout of backstage spaces.
    What assumptions about knowledge do you think each of the three parties to this dispute might make *(50 marks)*, and how would this affect your handling and resolution of the situation? *(50 marks)*

    [You may make any realistic assumptions about the situation to help your argument, so long as they do not undermine the basis of the question.]

END OF PAPER