

UNIVERSITY COLLEGE LONDON

University of London

EXAMINATION FOR INTERNAL STUDENTS

For The Following Qualifications:–

B.Sc. LL.B.

ES2020: Project Management I

COURSE CODE : ENVS2020

UNIT VALUE : 0.50

DATE : 12-MAY-05

TIME : 14.30

TIME ALLOWED : 3 Hours

ENVS 2020 : Project Management 1

Answer FOUR questions. All questions carry equal marks

1. **Outline the problems arising during the construction stage of a project which can be traced back to failures at the design stage. [15 marks]**

How might the form of procurement of design and/or construction help or hinder the early identification and treatment of such problems? [10 marks]
2. **Describe the ways in which a construction site may have a harmful impact upon the surrounding community and how the ensuing problems might be avoided, mitigated and/or minimised by the contractor. [25 marks]**
3. **Distinguish between the following roles during the construction stage of a large project where the managing contractor procurement route has been chosen:-**
 - i) **The client's Project Manager (internal or external) [10 marks]**
 - ii) **The managing contractor's Project Manager for the contract (whether based on or off the site) [10 marks]**
Are these roles necessarily adversarial or are there areas where co-operation is possible or even beneficial? [5 marks]
4. **Distinguish between the processes of technical and operational commissioning. [10 marks]**

How do these two processes interact with each other (in terms of project management) as well as with the handover and occupation of a completed development? [15 marks]

5. **What are the problems of forecasting the duration of construction works from the contractor's point of view? [15 marks]**

What are the means available to accelerate construction works that have fallen behind schedule and what are the associated pitfalls? [10 marks]

6. **Describe the process of deriving a cash flow forecast from a network analysis to show total project cash requirements for a project for the two scenarios of**
i) **earliest start or**
ii) **latest finish of all tasks**
[10 marks]

What risks are associated with an inaccurate forecast of cash flow requirements from the contractor's viewpoint? How might these risks be evaluated and mitigated?
[15 marks]

7. **Consider a traditional lump sum construction contract (in which any cost inflation will be borne by the managing contractor).**

What are the main areas of risk from the contractor's point of view?
[10 marks]

How would you set about identifying and evaluating the risks facing the contractor? [15 marks]

8. **What are the means available to the contractor for capturing costs incurred during the course of a construction contract? [10 marks]**

What problems arise in the timely identification and capture of certain types of costs? How do costs committed (but not incurred) impact budgetary control? How might such problems be overcome? [15 marks]

END OF PAPER