

UNIVERSITY COLLEGE LONDON

University of London

EXAMINATION FOR INTERNAL STUDENTS

For The Following Qualification:–

B.Sc.

ES3080: Project Management II

COURSE CODE : **ENVS3080**

UNIT VALUE : **0.50**

DATE : **16-MAY-05**

TIME : **10.00**

TIME ALLOWED : **3 Hours**

ENVS 3080 : Project Management 2

Answer FOUR questions. All questions carry equal marks

1. **'Local authority urban planners and property developers are natural enemies – restricting development necessarily reduces land values whereas the developer is always trying to maximise them.'**

Critically evaluate the above statement noting, among other things, the respective roles of the planner and developer in enabling property development to take place and the inter-relationship of land values and land usage for different sites in the same locality. [25 marks]

2. **What sort of characteristics of an individual site (not yet acquired) affect the feasibility of a construction project ?[10 marks]**

What other factors are important in determining the feasibility or otherwise of a construction project? [10 marks]

In practice, many estimates used at the feasibility stage have proved to be over-optimistic. What steps might be taken to avoid or mitigate this possibility? [5 marks]

3. **How can the principles and practice of:-**

- a) **Risk Management [10 marks]**
- b) **Total Quality Management [10 marks]**

assist in approaching the management of health and safety on construction sites?

What are the most significant differences between these two approaches? [5 marks]

4. **'Value engineering is all about cutting costs rather than maximising value for money.'**

Critically evaluate this statement by describing the value engineering process, its timing and methodology. Show how the criticism inherent in the above statement may be mitigated or avoided by good practice. [25 marks]

5. Consider the following modes of procurement:-

- i) Construction management plus traditionally procured design**
- ii) Managing contractor plus traditionally procured design**
- iii) Design and build (with novated design team)**
- iv) Turnkey contracting financed through PFI/PPP**

Critically evaluate the usefulness of these modes of procurement, their role in risk allocation and the most appropriate circumstances in which they may be used [25 marks]

6. Consider a substantial construction project managed by an external Project Manager which has been procured with separated design and build using a managing contractor.

Describe the overall supervisory role of the Project Manager during the construction stage of such a project. [10 marks]

Which other parties have significant roles during the construction stage of such a project and what is the nature of these roles? [15 marks]

7. Describe what actions should be taken in marketing a speculative construction development. State clearly at what stages during the development process such actions should be undertaken.

You may illustrate your answer using hypothetical and/or actual cases of residential and/or commercial development [25 marks]

8. What are the main features which distinguish successful from unsuccessful projects?

Illustrate your answer with examples from real cases. [25 marks]

END OF PAPER