

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 : 15-MAY-06

TIME : 10.00

TIME ALLOWED : 3 Hours

ENVS3080 – Project Management 2

Answer 4 questions. All questions carry equal marks

- 1) Why does the value of development land fluctuate to a much greater degree than most other assets? (25 marks)**

- 2) In the later stages of the briefing process in a construction project, actual options need to be developed and reviewed in detail. What detailed aspects of the proposed facility need to be thought through and what are the relevant questions that need to be asked? (25 marks)**

- 3) a) Outline the basic methodology and stages of Value Engineering (15 marks)**

b) Are there weaknesses in the Value Engineering approach and does the existence of Value Engineering suggest weaknesses elsewhere in project management processes? (10 marks)

- 4) a) What are the three major types of fatal accident on construction sites? Is there a common factor which suggests an area of focus for management concern? (5 marks)**

b) What are the factors most often reported as being associated with reportable accidents in the UK? Are project/construction management failings a contributory factor? (10 marks)

c) What are the increased risks associated with refurbishment works generally and occupied refurbishment in particular (when the client continues to occupy at least part of the property and carry on normal business processes). What are the additional implications for the construction site manager? (10 marks)

- 5) a) What are the stages in the life-cycle of a team and what kind of roles are there according to Belbin? (15 marks)**

b) What, according to Belbin, are the differences between successful and unsuccessful teams? (10 marks)

- 6) a) What are the requirements of the project manager in resolving conflict within project teams? (10 marks)**

b) What are the requirements of and problems for the Project Manager in preparing for/conducting negotiations? (15 marks)

- 7) What is a project coalition? Your answer should explain the nature, structure (and structural problems) of project coalitions and the characteristic differences between a bureaucracy and adhocracy (25 marks)**

- 8) What is project failure? Are some types of project more likely to fail than others? Is there particular behaviour associated with failure? Does systems thinking contribute towards failure analysis? Your answer should include some references to actual cases of failure. (25 marks)**

END OF PAPER