

UNIVERSITY OF BOLTON
**SCHOOL OF THE BUILT ENVIRONMENT &
ENGINEERING – RAK CAMPUS**
MSc CONSTRUCTION MANAGEMENT
SEMESTER ONE EXAMINATION 2009/2010
PROJECT MANAGEMENT
MODULE NO: COM4011

Date: Monday 18 January 2010

Time: 6.00 pm – 9.00 pm

INSTRUCTIONS TO CANDIDATES:

There are **FIVE** questions.

Answer **ANY THREE** questions.

All questions carry equal marks.

This examination paper carries a total of 75 marks.

Marks for parts of questions are shown in brackets.

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1. a. Briefly discuss the concept of knowledge in the context of the construction project and comment on Schon's "reflection in action".
- (10 marks)

- b. Critically evaluate the systems approach in relation to the management of projects.
- (15 marks)

Total 25 marks

2. a. i. Explain how Mintzberg's approach to organization theory differed from previous research.
- (5 marks)

- ii. Describe each of Mintzberg's five (1979) organization configurations.
- (10 marks)

- b. Critically evaluate the relevance of Bennett's work to construction.
- (10 marks)

Total 25 marks

3. a. Discuss "interdependency" with particular reference to the construction project.
- (10 marks)

- b. Define and critically evaluate the concepts of formal and informal authority in organizations.
- (15 marks)

Total 25 marks

Please turn the page

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4. ***“Value Management (VM) is concerned with improving and sustaining a desirable balance between the wants and needs of stakeholders and the resources needed to satisfy them. Stakeholder value judgements vary, and VM reconciles differing priorities to deliver best value for all stakeholders” (IVM 2009).***

Taking the above statement as a basis for your answer :

- a. Evaluate the effectiveness of utilising value management to produce a concise clients briefing document.

(15 marks)

- b. Why is it essential that an understanding of the culture of the organisation is required by the project manager?

(10 marks)

Total 25 marks

- 5a. Critically examine the skills and organisational effectiveness that needs to be in place for a successful value management workshop.

Within your answer you should identify the processes involved in the timing, management of workshops and the persons involved.

(15 marks)

- b. How does stakeholder mapping assist this process?

(10 marks)

Total 25 marks

END OF QUESTIONS