

UNIVERSITY OF BOLTON

**SCHOOL OF THE BUILT ENVIRONMENT &
ENGINEERING**

**MSc CIVIL ENGINEERING
MSc CONSTRUCTION MANAGEMENT**

SEMESTER ONE EXAMINATION 2010/2011

PROJECT MANAGEMENT

MODULE NO: COM4011

Date: Monday 17 January 2011

Time: 2.00 pm – 5.00 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.

School of the Built Environment & Engineering
MSc Civil Engineering/MSc Construction Management
Semester One Examination 2010/2011
Project Management
Module No. COM4011

1. a. Describe the contingency theory of organisations.
(9 marks)
- b. Evaluate the usefulness of the contingency theory in the context of the construction project.
(6 marks)
- c. Describe the complexity theory as applied to organisations.
(5 marks)
- d. Explain the term “edge of chaos” in the context of the complexity theory.
(5 marks)

Total 25 marks

2. With particular reference to Winter & Checkland’s paper “Soft systems: a fresh perspective for project management”, discuss two contrasting images of systems thinking.
25 marks

3. a. Discuss the concept of sentience in relation to the construction industry.
(5 marks)
- b. Comment on the potential problems associated with a sentient group.
(5 marks)
- c. Describe three types of organisational interdependency (Thompson 1967) .
(5 marks)
- d. Assess the means by which the integration of such interdependencies between the specialist contributors to the construction project might be achieved.
(10 marks)

Total 25 marks

Please turn the page

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4. Discuss the subject of politics in organisations making particular reference to construction related situations.

25 marks

- 5 a. Why is it so especially important during a period of recession to ensure that value is achieved for construction projects?

Critically evaluate the importance (or otherwise) of introducing value management / engineering into a proposed large scale development.

(12 marks)

- b. Focussing of customer expectations is a fundamental process that needs to be undertaken in value management workshops.

Thoroughly examine the role played by the facilitator, framework, background research and processes that need to be organised to ensure a successful value management workshop.

(13 marks)

Total 25 marks

END OF QUESTIONS