

**UNIVERSITY OF SOUTH AUSTRALIA
SCHOOL OF GEOINFORMATICS, PLANNING & BUILDING**

PROGRAM(S): **Bachelor of Construction Management & Economics**

COURSE: PROJECT MANAGEMENT N 10284

EXAMINATION: **Exam, Semester 2, 2002**

DURATION: **3 Hours of Exam time preceded by 10 minutes of Reading time, a total of 3 Hrs 10 Mins.**

**For ENTEXT students 10 minutes of Reading time plus 3.5
Hours of Exam time, a total of 3 Hrs 40 Mins.**

EXAMINER: Brenton Stevens c/- Virginia Mehrtens, **Tel 8302 2041**

INSTRUCTIONS TO CANDIDATES:

- You must answer two questions from Section A and three questions from Section B. (**Five questions total.**)
- All questions are of equal value.
- Any reference materials are allowed. Calculator is allowed.
- State any assumptions made

This exam paper has 4 pages

Questions begin on page 2

Section A *You must answer any two questions from this Section.*

Question 1 (20%)

You are the Project Manager of the new Over the Horizon Radar System for the Australian Defence Force. Your Client, Land Commander Australia, has had a budget of \$200 million approved by the Federal Government. Some preliminary feasibility studies have revealed Darwin as the preferred site. The Project is to take 2 years.

Describe the processes, based on PMBOK, of how you will set up the teams to deliver the Project to the client.

Question 2 (20%)

There are three major deliverables in a construction project:

- the brief
- the documents
- the constructed building

1. Discuss how the quality of each of these deliverables relates to the quality of the overall project.
2. Describe some strategies which the project manager may implement to achieve quality of these deliverables.

Question 3 (20%)

Risk during the Lifecycle of a Project must be identified and dealt with in a planned manner. Your current Project is a \$50 million housing development, which includes constructing 40% of all housing and 100% of all infrastructure, is about to commence.

Discuss risk and strategies for managing risk for each phase.

Question 4 (20%)

You have been appointed as the Project Manager of the new \$100 million Luxury Hotel in Adelaide. The CEO of your Project Management Company-Excel, your boss in other words, has given you an open book in putting together the team.

Describe how you would arrange team members and how reporting and communication would be managed.

Section B *You must answer any three questions from this Section.*

Question 5 (20 %)

Describe and discuss the causes and consequences of conflict.

Is conflict in project teams necessarily a bad thing?

Your design team is way behind in documentation and despite assurances its not getting any better. What steps do you take as the Project Manager to rectify the situation?

Question 6 (20 %)

Describe how you would monitor a Project for both time and Cost.

Who would you appoint to head up each area?

How would you report to your client on both these areas?

Question 7 (20 %)

Why is the study of human resources and communication important for Project success?

Explain the process of perception.

What factors in project teams can lead to a distortion of perception?

Question 8 (20%)

One of the key attributes a successful Project Manager must have is Leadership skills.

Discuss what leadership means.

Discuss how a Project Manager “leads” the teams.

Discuss how the Project Manager might vary their leadership style depending on the “followers” and/or the situation.

Question 9 (20%)

