

**UNIVERSITY OF SOUTH AUSTRALIA  
SCHOOL OF NATURAL & BUILT ENVIRONMENTS**

PROGRAM: **Bachelor of Construction Management**

COURSE: **PROJECT MANAGEMENT N, BUSS 4009 (10284)**

EXAMINATION: **Internal Examination, Semester 2, 2004**

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

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Reviewed by: Jeremy Coggins

**INSTRUCTIONS TO CANDIDATES:**

- This exam is worth 50% of the total course marks
  - Attempt TWO questions in Section A, and THREE questions in Section B (i.e. a total of five questions)
  - All questions are of equal value
  - This exam paper consists of 4 pages including the cover sheet
  - Any reference materials are allowed. Calculator is allowed.
  - State any assumptions made
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*Questions start on the next page*

## **Section A**

**Answer any TWO questions from this section**

### **Question 1**

- (a) Define and discuss the typical phases and characteristics in the project life cycle. (10 marks)
- (b) With reference to an example project of your choice, describe the key project management tasks usually carried out by the project manager throughout each phase of the project life cycle. (10 marks)

### **Question 2**

- (a) Define 'success' in relation to a project and explain what is meant by the term 'project stakeholder'?. (10 marks)
- (b) With respect to an example project of your choice, identify the various project stakeholders who exist. Explain the strategies which a project manager could adopt in order to effectively satisfy the objectives of these stakeholders. (10 marks)

### **Question 3**

- (a) What is the purpose of a Scope Statement? Explain, with reference to an example project, the key strategies which a project manager could implement in order to manage scope. (10 marks)
- (b) 'As the project life cycle progresses, the cost of change increases whilst the scope for change decreases.'

Explain, using examples, whether you agree or disagree with the above statement. (10 marks)

## **Section B**

**Answer any THREE questions from this section**

### **Question 4**

- (a) Using an example project of your choice, explain and demonstrate how a Work Breakdown Structure may be used by a project manager to assist in project planning. Your answer should include the development of a four level WBS for your chosen project. (12 marks)
- (b) Identify and explain the key elements of an effective project plan? (8 marks)

### **Question 5**

- (a) What is a Responsibility Assignment Matrix and how does it assist the Project Manager in managing the project team? (10 marks)
- (b) Discuss, and explain, the importance of the following issues in relation to the management of a project:
- (i) Establishing the right project culture; and
  - (ii) Recognising and managing project team conflict.
- (10 marks)

### **Question 6**

The study of 'personality' and 'perception' are usually regarded as being within the discipline of Psychology. Discuss their importance in the field of Human Resources Management. (20 marks)

### **Question 7**

Discuss the importance of selecting an appropriate procurement system. In your discussion, give examples of some of the positive consequences that may arise from an appropriate procurement system, as well as some of the negative consequences that may arise from an inappropriate system. (20 marks)

### **Question 8**

- (a) What is meant by project risk? Explain, using examples, the strategies which a project manager may adopt to best manage project risk. (10 marks)
  
- (b) Explain why clear project documentation is necessary for best practice project management? (10 marks)

END OF QUESTIONS