



University of South Australia

If you are required to use a calculator,
please note the make and model here:

Calculator Make:

Calculator Model:

2006 Study Period 2 Examination

Student ID Number

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| Student ID Number | | | | | | | | | |
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| Family Name | |
| Given Names | |

Division of Information Technology, Engineering and the Environment

School of Natural and Built Environments

Course Name Construction Management 3

Subject Area BUIL Catalogue Number 4012

Examination Day Examination Date

Examination Time Length of Exam 3 hours

Examination Venue: Ridley Centre/ Royal Banquet Room/ Other

EXAMINER: Virginia Mehrtens, Tel 8302 2041

Instructions to Candidates

- This exam is worth 35% of the total course marks.
- You must answer Questions 1 in Section A, and any three Questions from Section B. (**Four questions in total.**)
- The value of each question is noted adjacent to the question.
- **Any reference materials are allowed.** Calculator is allowed.
- State any assumptions made.

Conduct in examinations

Examination procedures

- Students will be allowed a designated reading time prior to the published starting time for the examination.
- No writing in the examination booklets is permitted during the reading time. However, during this period students may complete attendance slips, make notes on loose-leaf paper provided, and fill in details required on the front cover of examination booklets.
- Every student shall fill in the attendance slip where provided. Students will display their student identification card, or an alternative form of photographic identification acceptable to the invigilator. Students who are unable to provide such proof of identity will be permitted to proceed with the examination but will be required subsequently to provide proof of identity. Students holding an ENTEXT card or Access Plan should display the ENTEXT card or Access Plan in addition to their identification card.
- No student shall commence writing answers until authorised by the chief invigilator. All students shall cease writing when instructed by the chief invigilator. At the conclusion of the examination all students shall remain seated until all examination booklets have been collected.
- No student will be permitted to enter the examination room more than 30 minutes after the published starting time.
- No student shall leave the examination room before 30 minutes have elapsed from the published starting time or during the last 30 minutes of any examination.
- After the published starting time a student may leave the examination room temporarily only with the consent of the chief invigilator, and shall be adequately supervised during this period.
- Any student who wishes to leave the examination room, except temporarily, must hand to the invigilator all examination booklets. The invigilator must endorse the booklets as correctly identifying the student.
- A student must not take into the examination room any books, dictionaries, calculators, mobile telephones, personal digital assistants, notes, or other documents, devices or personal items except those specified in the Course Information Booklet (see clause 5.4 c) and authorised by the examiner.
- During an examination no student shall speak to or communicate with any other student.
- During the examination no student will give to or receive from any other person any form of assistance, academic or otherwise.
- No student shall bring into, or remove from, an examination room any examination answer booklet or examination attendance slip.
- Where a student is disrupting the examination, the student may be summarily dismissed from the examination room at the discretion of the chief invigilator.
- Exceptions to the above procedures may be made only with the prior approval of the Director: Student and Academic Services.

Breaches of examination procedures

- Any student who breaches these examination procedures will be guilty of misconduct.
- If misconduct is detected, the invigilator will inform the student at the completion of the examination that the misconduct will be reported.
- The invigilator will document the incident using the Incident Report proforma, and will provide a copy of this report to the Head of School/Dean: Whyalla responsible for the course, within 5 working days of the incident. The Head of School/Dean: Whyalla will investigate the incident.
- Where the Head of School/Dean: Whyalla concludes that no misconduct was involved, no further action will be taken and no record of the investigation will be placed in the student's file.
- Where the Head of School/Dean: Whyalla concludes that the action of the student was an example of inadvertent misconduct, the student will be counselled by the Head of School/Dean: Whyalla, and a note to that effect will be placed in the student's file.
- Where the Head of School/Dean: Whyalla concludes that the action of the student constitutes deliberate misconduct, the Head of School/Dean: Whyalla may determine that the appropriate penalty is the first penalty specified in clause 9.28 below.
If the Head of School/Dean: Whyalla makes such determination and if the student admits to misconduct and agrees to imposition of the first penalty specified in clause 9.28 then:
 - a** the Head of School/Dean: Whyalla will prepare a written statement using the proforma ([Investigation Report - PDF staff access only](#)) setting out the findings on the facts, referring to the evidence or other material on which the findings were based, noting the student's admission of misconduct and setting out the penalty imposed, the reasons for its imposition, and the student's agreement to its imposition.
 - b** the Head of School/Dean: Whyalla will, within 10 working days, provide a copy of the Investigation Report to the student, the relevant Pro Vice Chancellor, the Head of School/Dean: Whyalla, the Division Manager and the Director: Student and Academic Services; and
 - c** a copy of the Investigation Report will be retained in the student's file and the Head of School/Dean: Whyalla will issue a reprimand to the student.
- Where the Head of School/Dean: Whyalla concludes that the case involves deliberate misconduct and either:
 - a** the student does not admit to misconduct; or
 - b** the student does not agree to accept the first penalty prescribed in clause 9.28 below; or
 - c** the Head of School/Dean: Whyalla or the student believes that the first penalty prescribed in clause 9.28 below is not appropriate; then the Head of School/Dean: Whyalla shall establish a formal inquiry.

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| Section A You must answer Question 1 25% |
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Question 1 (25 %)

‘The industry resounds with positive expectations buoyed by forward workload, government spending and a stable economy.’

Interpret this finding from a recent survey of construction industry participants, and evaluate some of the possible implications for construction organisations in South Australia.

Proceed to Section B on next page

Section B Answer any three questions from this section.

Question 2 (25%)

Chinowsky's view is that 'every organization has room to improve, and.....in contrast to organisations that ride the waves of the marketplace, the organisation that institutes a strategic management perspective will be setting its own direction and path through the changing waters of the market.'

Evaluate this view, with particular reference to the construction industry.

Question 3 (25%)

Examine the proposition that leadership is one thing that managers do, and that management is one thing that leaders do.

Question 4 (25%)

The pursuit of total quality is seen as a never-ending journey of continuous improvement. Discuss this statement and interpret the implications for construction organisations.

Question 5 (25%)

Assess the potential for an appropriate project procurement strategy to reduce project risks and uncertainties.

END OF QUESTIONS