

## Translation

UNIVERSITI SAINS MALAYSIA

First Semester Examination  
Academic Session 1999/2000

SEPTEMBER 1999

RMT 554 – Project Management III

Time: 3 hours

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Make sure your examination paper consists of **THREE** pages before you start this examination.

Answer **FOUR** questions only.

1. (a) You have been appointed as Project Manager for a project which involves the construction of an International-Class Stadium at Seberang Perai. Discuss your involvement in the context of the overall development process and establish the major levels and critical key milestones that can influence the implementation of the said project; highlight the advantages of having a Project Manager for such a project.

- (b) Given the following two (2) options namely:-

- (i) a site consisting of ex-padi fields which require extensive earthfilling and
- (ii) a site full of squatters totalling 150 families.

outline clearly your strategies to overcome the issue of site problem in relation to the stadium project.

(25 marks)

2. (a) Your organisation has been awarded a privatisation project which involves the construction of 20 numbers of teaching campuses throughout Malaysia, each worth RM30 million in contract value. Prepare a report to your Board of Directors pertaining to the various procurement methods and contractual managements currently in use. The majority of Board members prefer a centralised system which has features of 'fast-tracking' and you are required to forward an appropriate recommendation to suit this preference.

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- (b) Discuss clearly the strategies that can be put in place should your organisation decide to supply building materials for the projects mentioned above.

(25 marks)

3. (a) “Value Management is intended to eliminate or minimize the incidence of unnecessary costs”.

Discuss the above and elaborate in what manner the involvement of a Project Manager may facilitate this concept.

- (b) “Value Management incentives should be introduced to contractors via contractual provisions”. Briefly, discuss.
- (c) Discuss how the relaxation of tendering conditions for government projects may help accelerate the economic recovery of the nation.

(25 marks)

4. (a) You have been appointed as Project Team Leader for a company which has been recently acquired by your organisation which intends to be involved in construction. The acquired company, whilst a sound business entity nevertheless suffers from a somewhat dubious reputation. Prepare a report to your Board of Directors indicating the various strategies you intend to adopt to restore the image and reputation of the company, without impinging on the company’s competitive edge; assume that your organisation embraces very high ‘ethical standards’ and explain in detail how the differences in values between the parent organisation and the newly acquired entity may be reconciled.

- (b) “Political and business connections cannot be separated”. Discuss and relate how political and business contacts may be mutually beneficial to both parties.

(25 marks)

5. (a) The design process is vital and important prior to the commencement of siteworks. Discuss how proper management of this process and the involvement of a Project Manager can result in an optimum design solution which fulfills the client’s requirements. With the aid of sketches, suggest a flow chart of a project process relevant to the construction industry in Malaysia.

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- (b) Briefly discuss how the involvement of a Project Manager can assist properly developers in overcoming the problems related to the economic crisis; relate to the concept of risk identification.

(25 marks)

6. (a) Discuss the importance of the Feasibility Study Stage and state the main criteria that should be considered by a Project Manager in the management of this phase.
- (b) Prepare a format of a comprehensive Feasibility Study for the Stadium project as mentioned in Question 1 and elaborate on the factors that may influence the costs of the said project.
- (c) Briefly discuss the barriers in communication which may inhibit effective management.

(25 marks)

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