



School	NBE	Subject Area & Catalogue number	BUIL 4013
Course Name	Construction Management 4		

Where the exam paper is also the answer paper, leave in the information below. Otherwise, delete.

Student ID	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>			
Given Name/s			Surname	
If you are required to use a calculator, please note the make and model here	Make:		Model	

Official Reading Time: 10 Minutes
Writing Time: 3 hours

Instructions to Candidates:

- This exam is worth 35% of the total course marks.
- You must answer Question 1 in Section A, and any three Questions from Section B ie **Four questions in total = 100 marks.**
- All questions are of equal value.
- State any assumptions made.

Permitted Materials

- Any reference materials are allowed. Calculator is allowed.

Section A You must answer Question 1

Question 1 (25 marks)

A key client of the construction industry has an approach to the delivery of their capital works requirements which encourages contractors to commit to long-term continuous improvement to achieve outstanding performance on construction projects in return for increased business opportunities and longer-term relationships through cooperative contracting.

In pursuing this approach, the client utilises a pre-qualification scheme which has the following objective:

to promote initiatives and business practices by construction contractors that lead to a competitive, innovative, productive and a safe industry that is also socially and environmentally responsible.

At the same time, an industry body with the goal of improving industry performance has identified and described best practice in the following areas:

1. Alternative procurement methods
2. Benchmarking
3. Health and safety
4. Knowledge management
5. Lean construction
6. Relationship contracting
7. Risk management
8. Maximising business workflow
9. Standardisation and pre-assembly
10. Sustainable construction
11. Valued people
12. Value management
13. Whole life costing

From the list above, select and describe three areas of best practice which you consider to be relevant for a medium-to-large contracting organisation in South Australia to implement if they are to maximise their opportunity to gain pre-qualification under the scheme with the objective as described above. Justify your selections and evaluate the likely implications of organisational learning for a construction organisation introducing change in these areas.

Proceed to Section B on next page

Section B Answer any three questions from this section.

Question 2 (25 marks)

Interpret the view that the application of systematic value and risk management techniques will increasingly contribute to project success.

Question 3 (25 marks)

“I tell employers that their greatest asset is their employees, and these people want to get on with their work, so be sensible and do the right thing. That is how to avoid conflict and there will be no need for third parties to get involved.”

Discuss the meaning of this recent statement from an experienced industrial relations advisor to employers in the construction industry and evaluate the implications for site based management staff of construction organisations in the context of the current Australian industrial relations framework.

Question 4 (25 marks)

You are attending a construction industry function here in Adelaide, and you meet the owner/manager of a medium sized construction company, who asks you:

*“What could sustainable construction mean for my business?
What can I consider doing?”*

Outline your response and justify your recommendations.

Question 5 (25 marks)

Evaluate the role of ‘culture’ and ‘people’ as factors to be considered in managing health and safety in construction.

END OF QUESTIONS