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Family Name					
Given Name/s					
Student Number					
Teaching Period	Semester 2, 2017				

PMO201 – Project Management	DURATION	
	Reading Time:	10 minutes
	Writing Time:	180 minutes
INSTRUCTIONS TO CANDIDATES		
The examination has 2 sections		
Section A: Suggested Time:	Multiple Choice Questions: Answer ALL questions 60 minutes	
Section B: Suggested Time:	Short Answer Questions: Answer ALL questions 120 minutes	
<p>Section A must be answered on the multiple choice answer booklet provided in this examination paper and must be handed in with your other answer booklet. Please ensure that your name and student number are clearly indicated on the booklets and at the top of this examination paper.</p> <p>Section B is to be answered in separate booklets.</p> <p>1.2 Note that questions ARE NOT of equal value. 1.3 Read ALL questions carefully.</p>		
EXAM CONDITIONS		
<u>You may begin writing from the commencement of the examination session.</u> The reading time indicated above is provided as a guide only.		
This is a CLOSED BOOK examination		
Any non-programmable calculator is permitted		
No handwritten notes are permitted		
No dictionaries are permitted		
ADDITIONAL AUTHORISED MATERIALS	EXAMINATION MATERIALS TO BE SUPPLIED	
No additional printed material is permitted	1 x 20 Page Book 1 x 4-Multiple Choice Answer Sheet	

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Section B

Short Answer Questions

Total No. of Marks for this section: 50

This section should be answered in the Answer Booklet provided. Answer all questions.

Suggested Time allocation for Section B: 120 minutes

Mercure Darwin Hotel - Refurbishment Project

Mercure Darwin Hotel, which specializes in package holidays and wedding functions, is experiencing negative feedback from their customers regarding the decorative state of their main 3-star rated hotel and its gardens. It is thought that this is the main reason for a 40% drop in wedding bookings and a 20% drop in holiday guests when compared to the previous 2 years.

As a result, the Managing Director has issued a mandate to the hotel's General Manager to commission a project for the purpose of carrying out an urgent refurbishment of the hotel and to re-landscape the hotel's garden area where weddings are held.

The project will include the following work:

- Redesign and refurbishment of the bar, lounge, restaurant and the premier bedrooms
- Redesign and landscaping of the garden and building a garden room for wedding ceremonies.

The General Manager has stressed that all of the staff that work in these respective areas should be properly represented and communicated with throughout the project to ensure their needs are met.

The final project product will be a refurbished hotel and new garden/wedding function facility, the work for which will be outsourced to a specialist interior refit company and a professional landscaping company. The design of the interior must comply with the Mercure Hotel's corporate standards to ensure that the look and feel of the hotel is consistent with their other hotels.

The objectives of the project are summarized as follows:

Time: The project is expected to be completed within 4 months, by 31st May (+4 days/-1 week)

Cost: The project is to cost \$1.5 million (\pm \$100,000)

Quality: To create a product (refurbished hotel including a new wedding function facility) that meets official 4-star hotel rating standards. Materials used should last a minimum of 15 years with only minor maintenance required every 3 to 4 years

Scope: The project will aim to refurbish/landscape only the following areas:

- Bar, lounge, restaurant and 40 premier bedrooms. No other internal areas or bedrooms are to be included.
- The rear garden area adjacent to the glen where weddings are held. No other garden areas are to be included

Benefit: To increase holiday and wedding bookings and wedding functions by 30% and non-resident use by 20%, within the first year following project completion

Risk: Any situation that may prevent the project from completing on time, or the outcome not resulting in the projected increase in bookings, should be identified and managed.

The project consists of the following stages:

Stage 1 - Initiation

- Set-up the project and create the Project Initiation Documentation

Stage 2 - Design and Invitation to Tender

- Interior & garden designs and invitations to tender for interior and landscaping work

Stage 3 - Preparation

- Preparation of all interior and garden areas

Stage 4 - Construction

- Installation of fittings and furnishings. Decorating and hard & soft landscaping.

Plans Theme

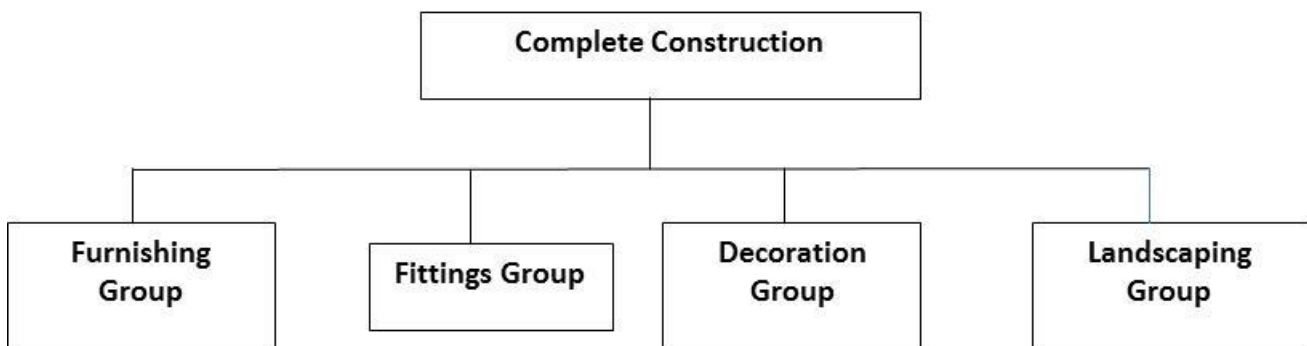
Plumbing needs to be installed, taking into account the hotel's existing plumbing system, the diagrams of which can be obtained from Project Support. Plumbing must be completed before the electrical work can begin to help reduce the risk of any floods which would cause damage to the new electrical wiring. The new electricians must take into account the hotel's existing electrical wiring system, again, the diagrams of which can be obtained from Project Support. Once the electrical fittings have been installed, the bedrooms, bar, lounge and restaurant can be decorated. Following the decoration of these areas, the flooring can be fitted, followed by the installation of furniture and then the soft furnishings.

Whilst all the interior work is being carried out, work can commence to build the garden room, which will be built using some garden room designs that were produced by a previous project. Building regulations must be considered whilst building the garden room, a copy of which can be obtained from Project Support. Whilst the garden room is being built, work can commence on constructing the ornamental pond and the turf can be purchased from the local garden centre. On completion of the garden room and ornamental pond, the paths can be laid. Work can then commence with laying the turf to create the lawn and creation of the flowerbeds.

The stage will be complete once the soft furnishings have been installed, the lawn laid and flowerbeds created.

Question 1 (20 marks)

Use the information in Plan theme and project description, and create a Product Breakdown Structure. The first-level of the Product Breakdown Structure for the Refurbishment project is shown below. Clearly indicate the different types of products (product group, product and external product) in the Product Breakdown Structure.



Risk Theme

The following is risk responses identified in the risk register for the project.

1	As part of the agreement of the contract with County Landscapes, it could be requested that they take on part of the responsibility for the costs of the risk, should it occur and the cost plan is exceeded. If it does not occur they will be given a sum of the budget allocated to this risk on project completion.
2	If the ground becomes flooded, look to hire water pumps to help remove the excess water.
3	Take out an insurance policy against the risk of the garden flooding.
4	Hope that the weather remains fine with no significant rain fall during the project.
5	Exclude the garden landscaping from the project's scope.
6	Install drainage to help divert some of the water to the car park.

Table 1 – Risk Response Statements

The following table shows the risk response type.

Risk Response Types	
Threat	Avoid
	Reduce
	Fallback
	Transfer
	Accept
	Share
Opportunity	Enhance
	Exploit
	Reject
	Share

Table 2 - Risk Response Types

Question 2 (15 marks)

Match the risk response statements (Table 1) to risk response types (Table 2) and discuss your answers.

Progress and Controls

- A Checkpoint Report
- B Highlight Report
- C Exception Report
- D End Stage Report
- E Issue Report
- F Daily Log
- G Lessons Log
- H Issue Register
- I Quality Register
- J Risk Register
- K End Project Report
- L Lessons Report

Question 3 (15 marks)

The above lists 12 management products used for progress control purposes. Please describe the management product and where it is used in PRINCE 2.