

**UNIVERSITY OF SOUTH AUSTRALIA
SCHOOL OF GEOINFORMATICS, PLANNING & BUILDING**

PROGRAMS: **Master of Project Management
Graduate Diploma in Project Management**

COURSE: **PRINCIPLES OF PROJECT MANAGEMENT A (12417)**

EXAMINATION: **Internal Exam, Semester 1, 2002**

DURATION: **3 Hours of Exam time preceded by 10 minutes of Reading
time, a total of 3 Hrs 10 Mins.**

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

EXAMINER: **Estelle Farwell Tel – 8221 7171**

INSTRUCTIONS TO CANDIDATES:

This exam consists of 4 questions each worth 25 marks. Answer all 4 questions.

- No reference materials are allowed.
- Use the Case Study – The Zoo Closure Project to answer the following questions

Question 1

There are typically four phases in a project life cycle. Identify and describe the deliverables for each phase of the project.

Question 2

Identify and describe the key skills the project manager would need to manage the human resources of the project.

Question 3

The major function of the project manager is to integrate all aspects of the project. Identify and describe some of the key interdependent activities which must be successfully integrated to ensure project success.

Question 4

Identify and describe the key success criteria for the project. How would these be described in a quality management plan.

The Zoo Closure Project – Case Study

Memo to the Zoo Director

The new board of Fairways Leisure and Tourism Group Board has decided to refocus the business and reduce the number of business units.

The Zoo is situated on prime real estate which has the potential for a significant return of funds to apply to the restructuring of the rest of the group. It has therefore been decided to close the Zoo and prepare the site for sale to a property developer. The only building to remain is the heritage listed Administration building.

The Executive Management team has agreed that as you have the most intimate knowledge of the Zoo, its management processes and staff skills and abilities you are to be the manager of the important project of closing the Zoo.

The project must be concluded in 10months from the receipt of this communication and use as far as possible the current tenured staff as the project team.
The heads of Animal Management, Horticulture & Maintenance and Administration and Finance will be your key project team members

It is acknowledged that this decision will meet with opposition from the local community who has been visiting the facility for nearly 100 years. It is therefore crucial that the animals are relocated without harm and staff members are successfully placed in alternative employment within the remaining company businesses or receive acceptable redundancy payments.
The successful completion of this project will see promotion with increased salaries and opportunities for you and your departmental heads. Failure of the project will result in the payment of the award termination payments only.

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