

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

PROGRAMS: Master of Project Management
Graduate Diploma in Project Management
Graduate Certificate in Building & Planning

COURSE: Principles of Project Management A (BUSS 5142)

EXAMINATION: Internal Exam, Semester 1, 2003

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 – 8232 7899

INSTRUCTIONS TO CANDIDATES:

- The paper consists of 4 questions each worth 25 marks
- No reference materials are allowed. Calculator is allowed

Use the Case Study – Hong Kong Fireworks Display - to answer the following questions

Question 1

A project manager must perform key tasks to deliver outcomes for each phase of the project. Identify the major outcomes for this project and describe the key tasks which the project manager has to complete to ensure the outcomes from each phase

Question 2

Identify and describe the key project stakeholders.
Prepare a Communications Management Plan which would ensure that the stakeholders are fully informed regarding project progress

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

What would you consider to be the major lessons learned for this project? How would the project manager document these lessons to ensure that they become part of his companies knowledge base

CASE STUDY - FIREWORKS AT HONG KONG HANDOVER

Our fireworks display in Hong Kong started life during a business trip in April 1996. A review in an English-language newspaper had expressed the opinion that Hong Kong was tiring of the repetitive nature of the annual New Year show and was hoping for something better for the handover of June 30, 1997. Treating this as a challenge, I arranged meetings with the British and Hong Kong governments. I was amazed to discover that nothing had yet been proposed for the handover.

Preparations

For the massive VJ Day commemorations in Britain, we had been given just five months to prepare, and it nearly crippled us. We were determined that this would not be the case for Hong Kong, especially since we were not operating in our own back yard but 31 days away by sea! Having started in April, I was confident that we would have plenty of time, but it was not until October that we finally had some form of official sanctioning for the event, complete with the proviso that it was not, after all, to be at the expense of the public purse. This gave us the extra burden of raising the sponsorship. Having set a deadline of the end of January for completion of the deal, I confess that for the first time I had doubts about the viability of the project, particularly since I had to secure the sponsorship. Imagine my relief when ING Barings jumped at the opportunity to use the display as their "give to the people of Hong Kong" during the handover period.

On my return home, I also sensed an enormous feeling of relief within the Foreign Office. One by one, each of their planned events for the evening of the handover had fallen by the wayside, leaving our show as the only public event of the evening.

From the outset, we had been wary of the political problems, and had packaged the show as a joint Anglo-Sino display, in keeping with the handover itself and reflecting the cosmopolitan nature of Hong Kong.

The Concept

The concept of the show was simple, to fire a three-part 20-minute show from three flat barges moored in Hong Kong harbour. The first segment was to be an 8-minute "Western"-style show, using large-calibre Roman candles as a base mosaic, with complementary star shells fired over the top, and with particular emphasis on some of the typical European multi-break shells. The next segment was to be a Chinese-style show, concentrating more on the larger calibre (6 inches and up) round shells but having 7 or 8 "tableaux" within the 8 minutes. The finale was to be something of a joint effort, attempting to pull together the best of both styles, whilst avoiding the "mixed salad" mass of colour that it is all too easy to produce at the end of a show when you have expended your ideas! We were happy with the first and third segments but were at a slight loss to know what to do for the Chinese middle segment. Enormous thanks go to Jim Shih of Sunny International, for his hard work and advice on the formation of that second section, which I think worked very well. It also acted as a fine testimony to the quality of his shells, which must be amongst the best being made in China.

Challenges

Commercial interests aside, I would advise anybody proposing to fire a display in Hong Kong to think again. Logistically and bureaucratically it was potentially the most difficult place in the world to perform. I will cite just three of the many problems we encountered.

∞ Logistics

Hong Kong does not permit storage of fireworks for more than two days. We could have timed our shipment to arrive two days before we needed it, but any delay in shipping and preparation time would have been disastrous. The only solution was for it to arrive in the harbour, then be transhipped, taken to China, stored, and finally re-shipped into Hong Kong just before it was required. Logistically challenging, to say the least!

⌘ Bureaucracy

When we were asked by the Marine Department of the Hong Kong government where our barges were to be moored in the harbour, we thought we were being helpful by saying that we would moor them anywhere that was convenient for the government, to fit in with the Policy Department's overall plan for the handover ceremonies. We suggested that the Marine Department talk to the Policy Department to decide on a suitable location. The answer came back that we would have to suggest a location, so we did. The Policy Department refused it but did give us an alternative, which we then gave to the Marine Department, who rejected it and refused to talk to the Policy Department. Confused? So were we. In the end we just moored by barges and got on with it.

⌘ More bureaucracy

You are not permitted in Hong Kong to touch a firework on the barges unless a member of the Government Mines Department is present. They are also rigorous in counting all misfires after the show. Disposal of unused fireworks in Hong Kong is very difficult but we disposed of every one of their misfires in the approved manner.

Weather

Barge hire in Hong Kong is expensive. Every preparation day on the water cost approximately £10,000, including expenses. My biggest fear, apart from both sets of fireworks (one set from the UK and one from China) meeting in the middle of Hong Kong, was the weather. With the advance preparation in the factory, we felt it would take us five days - two days to lay out the hardware, two days to load the fireworks, and one day to wire. In the end, after constant reminders of just how many people were to watch the show around the world and how it might not be possible to get the Chinese to tolerate an extra day of British rule, we elected to start two days earlier, giving us what we hoped would be two days "off" at the end _ some hope.

We had been warned it "might" rain during June, and we were not disappointed. Whilst we were in Hong Kong, we had 17 inches of rain. Combined with 35 degrees of heat. The rain came in relatively short spells, but it came down in buckets. We lost time not only during the rain, but the hour beforehand preparing for it and the hour afterwards mopping up. People struggled every day with a combination of heat stroke and trench foot, how ever, team spirit strengthened and a sense of group humour prevailed.

Display Day

Monday June 30 came all too quickly. Each of the three barges had its own horror stories of wiring the lines into the board and only half of the circuits testing properly. As it happened, we were ready and complete in time - but only just - and just in time to see the heavens open as I have never seen before. I think most people remember the images of Prince Charles standing in the pouring rain. We had 5 inches of rain in those final 2 hours. I had left the barges and had the dubious honour of standing in the control centre to give the go / no-go decision. All week it had been agreed that if it rained, everything would be cancelled. In the event, the ostrich mentality took over, and 5 minutes before the show, nobody wanted to make eye contact with me.

I have to confess I didn't think it would work. I knew we'd get something, but what I didn't know. I am delighted to say I was wrong. It did work, and I could only stand in absolute amazement as the show, worth HK\$3.9 million and using 27 tonnes of fireworks in more than 19,500 explosions unfolded. It was a success because of the incredibly hard work of all of our team and to Tom Smith in particular. In the end, we lost only about 6% of the show, and press reports were most favourable. The Police estimated that 400,000 people watched from Tsim Sha Tsui and another 23,000 from the Hong Kong side.

Mark Lancaster - Kimbolton Fireworks

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