

UNIVERSITY OF GREATER MANCHESTER

OFF CAMPUS DIVISION

INSTITUTE OF DEVELOPMENT MANAGEMENT (IDM)

MSC PROJECT MANAGEMENT

SEMESTER 2 RESIT EXAMINATION 2024/2025

MANAGING RISKS AND SOLVING PROBLEMS

MODULE NO: PMR 7002 AND PMT7012

Date: 26th April 2025

Time: 09:00am – 12: noon

INSTRUCTIONS TO CANDIDATES:

There are SIX (6) questions on this paper.

Answer Question 1 and any THREE (3) questions

All questions carry equal marks.

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QUESTION 1

Due to a significant rise in student applications for digital innovation and technology management programs, the University of Karunda is planning to expand its School of Business and Innovation. This surge in interest is largely attributed to a national education strategy aimed at increasing the number of technology-savvy graduates in the workforce.

The University has been exploring potential locations for a new campus facility. This development will include a smart lecture hall, seminar rooms, student housing, a technology innovation hub, and administrative offices. The design must reflect the University's emphasis on sustainability and forward-thinking education. Additionally, the final design is to be submitted for the renowned Global Green Campus Award, which would significantly enhance the University's international reputation. However, a previous attempt to win a similar award failed due to poor interdepartmental collaboration and project delays.

The local city council has emphasized that any new construction must pay homage to the artistic and cultural heritage of the Karunda region. To meet both aesthetic and sustainability goals, the University has hired a prominent architectural firm known for eco-friendly designs.

The initial project budget is \$180 million, with a goal to complete construction within 30 months to open in time for the academic year 2028. A local government representative has stated that the project is expected to generate over 250 jobs during the construction phase and inject approximately \$60 million into the local economy over the next four years. Funding will be sourced from a mix of government grants (35%), University capital (45%), and a private philanthropist's donation (20%).

The proposed location is a former ceramics factory site, located 3 kilometers from the main campus and 2 kilometers from Karunda City Center. The site is adjacent to a large new residential area and is well-connected by pedestrian and cycling infrastructure. However, due to its industrial legacy, the site may contain pollutants such as lead-based materials and chemical residue. It is also home to several protected species.

The expansion project has sparked wide public debate. While local business leaders welcome the project for its economic potential, many residents have raised concerns about traffic congestion, noise, and environmental degradation. An active environmental advocacy group has objected to the temporary closure of a public cycling route that runs through the site.

Question 1 continued over the page

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Question 1 continued

The project is still in the conceptual planning stage, and detailed cost and schedule estimates are yet to be finalized.

You have just completed your module in Risk and Decision Management, and have been invited to join the University's project team as a consultant to help develop an effective risk management strategy.

(Based on the case study)

- a. List 10 stakeholders in the project. **(5 marks)**
- b. Identify 10 risks that may occur on this project. Ensure that risks are stated using the cause – risk event – effect format. **(10 marks)**
- c. For two of the risks identified in your opinion:
- State who the potential owner would be. (2 marks per risk) **(4 marks)**
 - Explain what could be done to respond to the risk. (3 marks per risk) **(6 marks)**
- (Total 25 Mark)**

QUESTION 2

Critically evaluate the use of post-project review as part of a risk management strategy. Use examples from your own experience to illustrate your arguments.

(Total 25 Mark)

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QUESTION 3

Your country is building a pipeline to transport water from its largest water reservoir which is over 100 kilometres away to the Capital City.
Critically analyse and evaluate two (2) specific risks associated with each of the following

- The bidding process (4 Marks)
- Acquisition of land involved (4 Marks)
- Construction (4 marks)
- Operational management of the pipeline (4 Marks)

For each risk you identify you should evaluate appropriate risk responses. (9 Marks)

(Total 25 Mark)

QUESTION 4

Critically appraise the components of the project lifecycle and evaluate risks associated with each phase and explain why it is necessary to understand these components in project management.

(Total 25 Mark)

QUESTION 5

- a) You work for a small Charity in your country. As part of a funding request, the board has been asked to provide information on their risk management strategy. They did not really understand what is being asked and so they engaged a consultant who has provided them with the following process:

Initiate, Identify, Assess, Respond

The consultant also asked about the organisation's appetite for risk but again the board did not really know what this meant. As your manager knows that you have studied risk management she asks you to assist.

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Question 5 continued

You are required to write a report that will expand and explain the risk management process into a more user-friendly format, and to explain risk attitude.

(20 Mark)

- b) Having completed your report; your manager and the board now have a better understanding of risk management and they have now asked you to come up with a strategy for communicating the process to the 500 employees and volunteers who are located across the country.

(5 Marks)

(Total 25 Marks)

QUESTION 6

According to Hillson (2009: 25) "Risk management isn't hard". Critically evaluate this statement with reference to the relationship between informal (intuitive) approaches to risk and a formal risk management process.

(Total 25 Marks)

END OF QUESTIONS