BSBPMG407A
APPLY RISK MANAGEMENT TECHNIQUES

THEORY EXAM INSTRUCTIONS

- This exam will occur under standard assessment conditions.
    - An oral examination may be allowed under certain circumstances. Answers will be documented and FT003 (Oral examination declaration form) must be completed.
- Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
- Please fill in the details below, providing your name, signature and date of assessment.
    - Your signature acknowledges that this is your own work.
- If a participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
    - If a participant changes their response in writing, they must put their initials next to the written change.
    - If a participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name: Michelle Ingram

Participant signature: MIngram

Assessor name:

Assessor signature:

Date: 24/10/2018

Number of questions	Number of questions answered correctly	Satisfactory?	
		Yes	No
16		☐	☐

ASSESSOR COMMENTS

Q1. **Describe a project below. Conduct a SWOT analysis for the project. Identify at least two (2) points per area.**

Project description

Highway Upgrade Project

9km of new road, expanding the already 4 lane (2 lane each way), to 6 lanes (3 lanes each way). 20 new bridges, inclusive of a Super Bridge and a Diamond Diverging Intersection – the first in Australia.

Answer

Area	Detail
S	Collaborative team with varying skill sets to deliver project. Schedule and program is sufficient as tendered.
W	More difficult to get additional funding from Government, ie for Variations. Working on a busy and conjected section of road.
O	Building stronger relationships with Client (Government). Utilise expertise of Senior personnel who have worked on Road projects in the past.
T	Lack of control up the line to Client Conflicting priorities between Client and Main Contractor (*Us*).

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Q2. **Consider the project you identified in 0For each of the areas identified in the table below, identify one (1) risk that may arise.**

Answer

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Area	Project risk
Environmental	Potential flooding in areas of the project, especially close to suburbs and waste facilities.
Finance	Delay in funding from Client, or Insurance claims due to Rain Events etc.
Human resources	Right people in the right roles. Staff turnover.
Legal	Dealing with local Stakeholders and use of land areas around the project.
Technology	Underperforming or lack of technological systems.

Q3. **Using ticks, identify whether each of the risk analysis methods listed below is either 'qualitative' or 'quantitative'.**

Answe

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Qualitative	Quantitative	Method
☐	☑	Analyses expected monetary value
☑	☐	Considers likelihood of occurrence and impact on projective objectives
☑	☐	Ranks risks

Refer to the Risk Matrix below when responding to Q4.

Matrix	A: Catastrophic	B: Major	C: Moderate	D: Minor	E: Insignificant
1: Almost certain	E	E	H	H	M
2: Likely	E	H	H	M	M
3: Occasionally	H	H	M	M	L
4: Unlikely	H	M	M	L	L
5: Rare	M	M	L	L	L

E: Extreme	H: High	M: Medium	L: Low

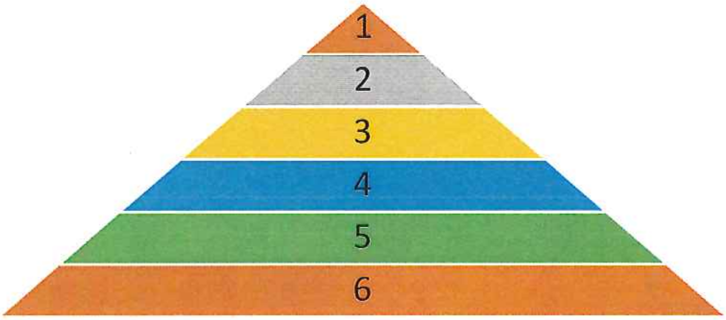
Q4. **Referring to your responses in Q2. rate each of the risks you identified using the Risk Matrix shown above. Identify the Likelihood and Impact you have determined, plus the overall risk rating.**

Prioritise each risk from 1 to 5 (1 = highest priority, 5 = lowest priority).

Answer ☐

Area	Risk rating	Priority
Environmental	Likelihood: 2 Impact: B Risk rating: H	1
Finance	Likelihood: 3 Impact: C Risk rating: M	4
Human resources	Likelihood: 2 Impact: D Risk rating: M	3
Legal	Likelihood: 2 Impact: B Risk rating: M	2
Technology	Likelihood: 3 Impact: C Risk rating: M	5

Q5. **Order the elements of the hierarchy of control, from 1 to 6 (i.e. most effective to least effective).**



Answer

Label (1 – 6)	Element
3	Isolate the hazard
6	Provide and use Personal Protective Equipment (PPE)
1	Eliminate the hazard
4	Control the hazard by engineering means
5	Control the hazard by administrative means
2	Substitute the hazard

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Q6. **Referring to your responses in Q2. propose one (1) risk control for the risk identified in each of the areas listed below.**

Answer

Area	Risk control
Environmental	Prepare, implement and maintain Environment Management Plan specific to flood-prone areas on the project footprint and surrounding areas.
Finance	Arrange monthly financial reporting procedure, based on actual costs and forecast expenditure align with performed and requested Variations to the Head Contract.
Human resources	Prepare, implement and maintain Workplace Relations Management Plan (WRMP) specific to the Project, in line with State and Federal Legislation. Apply this to directly hired employees (of the Contractor) and Subcontractors.
Legal	Apply WRMP and work within its guidelines.

☐

Technology	Source supporting technology options for the possibility of existing systems failing.

Q7. **Which of the following parties should be consulted and agree to proposed risk managed strategies, plans and reporting mechanisms? Tick all that apply.**

Answer ☐

Choice	Possible Answers
☑	Project manager
☑	Project specialist
☐	Team members

Q8. **True or False (Tick your response): Organisations all use the same risk analysis methods, techniques and tools.**

Answer ☐

☐	True
☑	False

Q9. **Identify the four (4) options that may be followed once you have established the revised risk level.**

Answer ☐

1.Do nothing if all is acceptable
2.Implement controls if acceptable
3.Reassess the risk level is it is still too high
4.Accept the risk (if the cost needed to reduce risk exceeds the cost of the impact).

Q10. **What is the name of the risk level measured after risk controls have been implemented? Tick all that apply.**

Answer ☐

Choice	Possible Answers
☐	Initial risk
☐	Revised risk

☑	Residual risk
☐	Updated risk

Q11. **On what document should incidents be recorded?**

Answer These should be recorded on an Issues Register. ☐

Q12. **What is to be completed when a variation is to be made to the project?**

Answer A change request. ☐

Q13. **True or False (Tick your response): You should report opportunities for action in the same way as risks.**

Answer ☐

☑	True
☐	False

Q14. **Identify two (2) types of documents that may be referred to when conducting a review of a risk management plan.**

Answer Project files/ records & risk diaries/ incident logs/ occurrence reports. ☐

Q15. **Explain the relevance of evaluating project outcomes (e.g. agreed major milestones) as part of reviewing risk management activities.**

Answer As project outcomes are achieved, such as milestones, it's important to review the risk management effectiveness – this allows for changes to be made in line with Variations, Incidents over the duration of the milestone period. ☐

Q16. **True or False (Tick your response): You may refer to past projects for lessons learned regarding risk management, even when the past projects are not identical to the current one.**

Answer

☑	True
☐	False

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