



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Constraint Management

Version 1.11 Produced 18 October 2018

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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 2
TITLE:	Constraint Management
FIRST AND SURNAME:	
PHONE:	
EMAIL:	

Please read the Candidate Declaration below and if you agree to the terms of the declaration sign and date in the space provided.

By submitting this work, I declare that:

- I have been advised of the assessment requirements, have been made aware of my rights and responsibilities as an assessment candidate, and choose to be assessed at this time.
- I am aware that there is a limit to the number of submissions that I can make for each assessment and I am submitting all documents required to complete this Assessment Workbook.
- I have organised and named the files I am submitting according to the instructions provided and I am aware that my assessor will not assess work that cannot be clearly identified and may request the work be resubmitted according to the correct process.
- This work is my own and contains no material written by another person except where due reference is made. I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.
- I am aware that there is a policy of checking the validity of qualifications that I submit as evidence as well as the qualifications/evidence of parties who verify my performance or observable skills. I give my consent to contact these parties for verification purposes.

Name : Matt Taylor

Signature: MT

Date:
26/8/20

WRITTEN QUESTIONS

Part 1 – Project Scope

1. Which of the following are project initiation documentation required at the start of the project?

Select all that apply.

	a. Communications log
x	b. Project plan
	c. Work Breakdown Structure (WBS)
	d. Gantt Chart
x	e. Project charter
	f. Risk management

2. Which of the following are components of a project scope-management plan?

Select all that apply.

x	a. Project deliverables
	b. Project staff assignments
	c. Change request
x	d. Project justification
x	e. Product description
	f. Performance reports
x	g. Project objectives
	h. Project funding requirements
	i. Quality metrics
	j. Budget forecasts

3. In your own words, discuss how project time and cost affect the project scope. Do not exceed 100 words.

Project time and costs greatly affect each other. Scheduled payments help the roll over of projects, from pre purchasing/down payment for up coming expenses. These payments allow contractors to have enough materials and labour to meet milestones in the project timeline that are set by steak holders.

4. Which of the following are events or problem areas relating to project scope that could trigger the need for a formal change request?

Select all that apply.

x	a. The deliverables may not meet quality requirements.
	b. Grammatical and typo errors are found in the project initiation documents.
x	c. The deliverables may not be what the client wanted, even though they were covered in the project plan.
x	d. The stakeholder considers the change request and advises the project manager.
	e. Observance of non-working holidays affecting project time.
x	f. Additional quality requirements (such as new legislation or changes in standards) will render the deliverables non-compliant.
x	g. Failure of equipment needed to produce the deliverables.
	h. Missing documentations in the project's information system.
x	i. Raw materials are no longer available.
x	j. Supplier or contractor closing business.

5. Which of the following are procedures that typically must be followed under change control processes?

Select all that apply.

	a. Project manager seeks advice from supervisor regarding changes in cost.
	b. Project manager assigns a project team member to recalculate for the critical path.
x	c. Project manager provides the change request to the appropriate stakeholder for approval.
x	d. The stakeholder considers the change request and advises the project manager.
x	e. The project manager updates the project plan and other documentation where required.
x	f. Project manager drafts the change request.
	g. Project manager delegates the authority to the project team members in advising other stakeholders of the changes.
x	h. The project manager advises relevant stakeholders (sponsor, team members, etc.) of the changes.
x	i. Details of the proposed change to be communicated to the project manager.
	j. The project sponsor and owner may automatically terminate the project contract.

6. The following are methods of measuring work outcomes and progress against plans. Match each method to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Method	Description
c	Units completed	a. Also known as the 'steps' method, this is used for projects that involve subtasks that need to be completed in an orderly fashion.
a	Incremental milestones	b. In this method, tasks that are being calculated tend to occur over a longer duration time and include multiple subtasks, where subtasks can have different units of measurements.
d	Start / finish	c. This method is used when project tasks are done repeatedly. Assuming that each task is completed at the same amount of time, resources and effort, each task is counted and totaled.
b	Weighted or equivalent units	d. This method is used to determine the percentage of the work completed and the percentage of the work that is still yet to be completed.

7. Which of the following are activities involved in decomposition of the total work project?

Select all that apply.

	a. Summarise project tasks in the form of a written report.
x	b. Identify and analyse the deliverables and related work.
x	c. Structure and organise the work breakdown structure (WBS).
	d. Arrange the smallest project tasks to form an aggregate representation of the total project task
x	e. Decompose the upper work breakdown structure (WBS) levels into lower level detailed components.
	f. Calculate duration and resource effort for each project task.
x	g. Develop and assign identification codes to the WBS components.
	h. Inspect whether work and deliverables meet requirements and product acceptance criteria.
	i. List resources required for each project task.
x	j. Verify that the degree of decomposition of the work is necessary and sufficient.

8. List three (3) ways in which the Work Breakdown Structure (WBS) can be created.

- a. project deliverable
- b. major deliverables
- c. sub projects

10. In your own words, discuss the significance of scope management.

Do not exceed 150 words.

It is a management plan set with a more detail and accuracy for the specific project. Describing in more details the deliverables required and dividing them up into more manageable section, covering specific costs and quality for the project. The itemized scope management plan helps with human resourcing, procurement payments and material ordering.

It allows the project team to split responsibility between member and guarantee that all project milestones are met and delivered to a suitable standard.

Once completed its then forward to project manager, allowing a clearer view of the project and assisting in the development of the total project plan.

11. The *PMBOK Guide* outlines the following processes in project scope management. List one (1) tool or technique used in each process.

Project Scope Management	Tool or technique
Collect requirements	client interviews, project specific meeting.
Define scope	experienced judgement and alternative identification
Create WBS	Decomposition
Verify scope	insertion test procedure
Control scope	cost, revenue and implantation auditing and variance analysis

Part 2 – Project Time

1. The following are estimation tools and techniques used in determining duration. Match each tool and technique to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Estimation tools and techniques	Description
b	Analogous estimating	a. This technique uses a statistical relationship between historical data and other variables to calculate an estimate for activity duration.
a	Parametric estimating	b. This uses parameters such as duration, budget size, weight, and complexity, from a previous, similar project, as the basis for estimating the same parameter to measure for a future project. This technique relies on the actual duration of previous, similar projects as the basis for estimating the duration of the current project.
e	Three-point estimating	c. This is guided by historical information. It provides duration estimate information or recommended maximum activity durations from prior similar projects. This can also be used to determine whether to combine methods of estimating and how to reconcile differences between them.
c	Expert judgement estimating	d. Contingencies are accounted for into the overall project schedule to account for schedule uncertainties.
d	Reserve analysis	e. This technique uses a mathematical formula to determine a weighted average of estimates. It uses the formula: $Te = \frac{To + 4xTm + Tp}{6}$.

2. The following are estimation tools techniques used in determining activity resource. Match each to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Estimation tools and techniques	Description
d	Expert judgment	a. Several companies or organisations routinely distribute updated production rates and unit costs of resources for an extensive array of labour trades, material, and equipment for different countries and geographical locations within countries.
e	Alternative analysis	b. In this technique, when an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail. The resource needs are estimated. These estimates are then aggregated into a total quantity for each of the activity's resources.
a	Published estimating data	c. This tool has the capability to help plan, organise, and manage resource pools and develop resource estimates.
b	Bottom-Up estimating	d. This technique is often required to assess the resource-related inputs to this process. Any group or person specialised with knowledge in resource planning and estimating can provide such expertise.
c	Project management software	e. These include using various levels of resource capability or skills, different, size or type of machines, different tools (hand versus automated), and make-or-buy regarding the resource.

4. Which of the following statements accurately explain the process of developing the project schedule, including the schedule baseline?

Select all that apply.

x	a. Developing the schedule is the process of analysing activity sequences, durations, resource, requirements, and schedule constraints to create the project schedule.
x	b. The project schedule and schedule baseline are developed or established using the activity lists, activity attributes, project scope statement as the bases.
x	c. Entering the activities, durations, and resources into the scheduling tool generates the schedule baseline.
	d. Tools and techniques used in developing the project schedule and schedule baseline include decomposition of the total project work.
	e. Developing the schedule baseline starts and ends in the planning phase of the project.

5. Schedule control is the process of monitoring the status of the project to update project progress and manage changes to the schedule baseline.

Which of the following are processes that are involved in schedule control?

Select all that apply.

x	a. Determining the current status of the project schedule.
	b. Defining activities or specific actions to be performed to produce project deliverables
x	c. Influencing the factors that create schedule changes
	d. Decomposing total project work into its lowest levels.
x	e. Determining that the project schedule has changed
	f. Estimating duration and resource effort for the project.
x	g. Managing the actual changes as they occur.

8. The following are tools and techniques used in project scheduling. Match each tool and technique to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Project scheduling tools and techniques	Description
b	Schedule network analysis	a. This is the process of looking at all of the activities that must be completed, and calculating the 'best line' – or critical path – to take so that you'll complete the project in the minimum amount of time. The method calculates the earliest and latest possible start and finish times for project activities, and it estimates the dependencies among them to create a schedule of critical activities and dates.
a	Critical Path Analysis	b. This is a graphic representation of the project's activities, the time it takes to complete them, and the sequence in which they must be done. Project management software is typically used to create these analyses. Common formats for this include Gantt Charts and PERT Charts
d	Schedule compression	c. They expedite the scheduling process by generating start and finish dates based on the inputs of activities, network diagrams, resources, and activity durations.
c	Automated scheduling tools	d. This tool helps shorten the total duration of a project by decreasing the time allotted for certain activities. It's done so that you can meet time constraints, and still keep the original scope of the project.

9. Which of the following statements accurately explain the work breakdown structure (WBS) including its application in project schedules?

Select all that apply.

x	a. Work breakdown structure (WBS) is the subdivision of project deliverables and project work into smaller, more manageable components.
	b. The work breakdown structure (WBS) identifies project personnel who are responsible for each project task.
x	c. Work breakdown structure (WBS) helps define activities of the project which provide the basis for estimating, scheduling, executing, and monitoring and controlling the project work.
	d. The work breakdown structure (WBS) is used to represent the full project scope of the project.
x	e. The work breakdown structure provides the relationships among all components of the project and the project deliverables.
x	f. The work breakdown structure (WBS) is used as the basis for the scope baseline which is used in identifying activities or specific actions to be performed to produce of the project deliverables.
	g. Project work at lowest levels are not included in the work breakdown structure (WBS)

1. The following are processes involved in project cost management including budgeting the cost of the project. In your own words, discuss each.

Do not exceed fifty (50) words for each discussion.

Estimating costs	an approximated costs for a project generated from a general understanding of what is required.
Determine budget	A more accurate form of generating cost by determining project timeline and deliverables judged off a baseline.
Control cost	Process of monitoring actual cost during a project and updating a costing baseline.

2. The following are different tools and techniques used in cost management. Match each to its correct description.

Write the letters that correspond in the spaces provided.

	Strategy	Description
<i>b</i>	Analogous estimating	a. This is used to establish both the contingency reserves and the management reserves for the project with regards to cost.
<i>c</i>	Parametric estimating	b. This strategy uses the values of costings from a previous, similar project as the basis for estimating the same parameter or measure for a current project. This is used when the current project is similar to a previous one in terms of defined parameters.
<i>e</i>	Cost aggregation	c. This uses a statistical relationship between historical data and other variables to calculate and estimate for cost. This technique is used to produce higher levels of accuracy depending upon the sophistication and underlying data built into the model. Estimates made through this project can be applied to the whole project or to segments of a project.
<i>a</i>	Reserve analysis	d. These are used to develop mathematical models to predict total project costs.
<i>d</i>	Historical relationships	e. Cost estimates are combined by work packages in accordance with the Work Breakdown Structure. The work package cost estimates are then combined for the higher component levels of the WBS and ultimately for the entire project.
<i>g</i>	Earned value management	f. In this technique cost performance measurements are used to assess the magnitude of variation to the original cost baseline.

- a. Bigger than Big Corporation project management policy presents as broad approach to project management. The use of a template to implement strategies itemises project phases, allowing there client base to be a non specific industry. However in having this template approach it limits them to the knowledge of how certain industries are run and rely solely on project information.
- b. There itemised procedures followed by there layered project steering teams has the general basis of project management covered. However if project specific issues arise a the generic approach could lead to a non productive resolution.
- c. **Pre- initiate phase-** This is the phase when key components of the project arise, from what defines the project, what has to be delivered, milestone that need to be achieved, what size, implement a steering committee and produce a project plan.

Initiate phase- This is the confirmation of information provided in the pre-initiate phase. By collating all the information and presenting to the client and approving all documentation outlining budget size, project size and duration.

Plan- Using the information gathered put together a schedule timeline and budgeting plan. Accumulate relative documents and process to appropriate governing authority for approval, generate a communication hierarchy and a risk management plan.

Implement phase- Generate and document a plan of attack for the project.

Closure- Prepare project specific documentation for auditing on deliverables, budgeting and project timeline, generate communication with steak holders for project closure. Create a maintenance management plan for client if required.

Part 4 – Project Quality

1. In your own words, discuss each of the following key concepts in Quality Management.

Do not exceed 100 words for each discussion.

Key Concepts in Quality Management	Discussion
Customer satisfaction	Customer satisfaction is very important concept not only for the closure but through out projects. Customer satisfaction is something that keeps project flow, a satisfied customer leads to prompt responses and payment when required. Customers are the final end users of products and set the standard required for projects/products.
Prevention over inspection	A preventive measure implemented during a project to manage the final result, these are a contingency cost and is something that aims to ensure the final standard is met.
Continuous improvement	This is a ongoing process carried out continuously during project where issues are recognised and manage with prompt response. Aims to improve quality product and service. Often occurs after incidents/issues have happened and aims to stop and prevent repeatable mistakes

2. In your own words, discuss the difference between Quality Assurance and Quality Control.

Do not exceed 100 words.

Quality assurance is the developed process with the intention to meet a set quality for the final product. Quality Control is the test procedure of the final product ensuring a standard is met

3. The following are standards that could apply in various projects. In your own words, discuss each standard. Do not exceed fifty (50) words for each discussion.

People standards	That the persons managing have correct knowledge, experience and qualifications and updated training in what they are overseeing to manage the task correctly
Process standards	A standard met by auditing the delivery process of projects.
Product / service standards	A standard implemented to ensure that the final products meet a set level of quality.

4. The following are quality assurance and control methods, techniques and tools. Match each to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Methods, tools, techniques	Description
<i>h</i>	Benchmarking standards	a. This is a distribution of dots comparing two variables. If the two variables are completely independent you would expect the dots to be evenly distributed randomly across the graph. If there is a strong relationship though, the graph will show a straight line or a mathematical curve going through it.
<i>g</i>	Brainstorming sessions	b. These are graphical representations showing a visual impression of the distribution of data. Usually it shows the frequency up the Y axis of the bar graph and the measuring variable along the X axis.
<i>d</i>	Control charts	c. It is a graph where the X axis is time dependent. This allows you to look for time-based cycles in processes.
<i>f</i>	Flowcharts	d. These are also known as Shewhart charts or process-behaviour charts. These charts are used to statistically measure the quality characteristics of a process are under control. This is based on a statistical analysis where a centre line is drawn for the mean of the output, then an upper control limit and a lower control limit is created either side of the centre line. The process is then measured over a period of time and the results plotted on the graph. Once the graph has been created, it can be analysed to test the stability of the process and also any cycles of errors.
<i>b</i>	Histograms	e. It is very similar to a histogram, but it includes a line over the graph indicating the cumulative distribution of the results.

5. List five (5) responsibilities of the project manager in quality management.

- Determining quality standards for the project deliverables
- Documenting quality standards in the project plan
- Ensuring all organizational quality requirements are met
- Coaching and mentoring the project team
- Reporting of quality assurance outcomes

CASE STUDY

Instructions to Student

These case studies are hypothetical situations which will not require you to have access to a workplace, although your past and present workplace experiences may help with the responses you provide. You will be expected to encounter similar situations to these in future as you work in a project team environment.

In the real world you are likely to encounter the situation where you enter a project, taking over from another project manager. The documentation that is handed over to you is not necessarily up to scratch, and there could be serious issues with the project. This assessment captures that real life scenario.

The case studies are the first part of dealing with “multiple complex projects” required in all the units of this subject. The other assessment covering this requirement is the practical assessment. When you have completed the case studies you will be able to commence the practical assessment which covers the generic skills needed to function as an effective project team member. This assessment on the other hand covers the application of the underpinning knowledge and background theory.

Introduction

You have been appointed as a project management consultant to the project team at Awesome Landscapes Pty Ltd. Specifically, you are required to provide independent advice on seeing their current project throughout its entire lifecycle.

You have already provided advice to Awesome Landscapes in the previous workbook.

Today is 24 July 20xx. The project will shortly progress into the implementation stage. You have now been provided with up-to-date project documentation below, including an updated Project Plan. The project steering committee have reviewed the Project Plan, but they wish to have you conduct an independent evaluation of the project prior to signing it off.

As part of your consultancy services, you will be assisting the team in addressing issues around project constraints by answering the questions that follow this scenario.

The documents you need to complete the succeeding tasks can be accessed through the following links:

[Project Charter version 2 \(.pdf\)](#)

[Project Plan version 2 \(.pdf\)](#)

[Project Gantt Chart version 2 \(.mpp\)](#)

[Project Gantt Chart version 2 \(.pdf\)](#)

[Project Network Diagram version 2 \(.pdf\)](#)

(username: cstclearner password: CstcPty@123)

Note: These documents were generated in year 2016. For the purpose of this assessment, refer to ‘2016’ as the current year and ‘2017’ as the succeeding year.

1. List the three (3) project deliverables in Phase 1.

- a. Vegetation removal
- b. Construct access roads
- c. Build retaining walls
- d.

2. Discuss the project constraints in terms of scope, time, cost, and quality.

Scope	Due to the extra works the clients milestones dates and final quality of works is jeopardized and now another project sponsor is responsible for the construction
Time	Works time frame has been compressed, keeping same completion date, but with more works and possible delayed start date.
Cost	fixed budget of \$550,000 paid by massive eco in four installments to fund the project
Quality	Project works are in an environmentally sensitive area requiring special council constraints and requirements that need to be adhered to

3. Review the project schedule as set out in the Project Plan and the Gantt Chart Arrange the following tasks in the proper sequence as dictated in Phase 3 of the critical path.

Write 1 – 12 in the spaces provided; where 1 go first and 12 go last.

8	Remove weeds
11	Plant additional plants
2	Move gravel to car park
1	Expand car park
12	Remove greenhouses
9	Plant plants from greenhouses
3	Seal car park
6	Soil preparation
7	Add boulders
5	Construct stone paving pathway
10	Purchase additional plants
4	Landscape over old access roads

As the project re-commenced one week early this allows for additional time and cost for the management of the project and all these costs are indirect costs and have been accounted for in the budget

6. Who is responsible for working out these impacts of what initially seemed to be such a simple change, and ensuring all affected stakeholders understand the impact of such a change?

Sam Ng the project manager awesome landscapes

7. Access and review the Gantt Chart version 2.
- What important tasks are not included in the project Gantt Chart?
 - Discuss why these tasks must be included in the Gantt Chart? Keep your discussion within 100 – 200 words in length.

- Site quality audits/QA inspections should be included in the Gantt Chart
- The quality plan appendix states the project manager is required to conduct a number of QA audits to check on project deliverables to ensure the landscaping team and contractors are performing the required tasks. This also needs to be done by the site manager to ensure he is meeting his responsibilities in regards to the quality plan. Council QA inspections should also be included in the Gantt Chart. The site manager and project manager are required to be onsite to continually check works

8. List the three (3) personnel who signed off on the change request.

Susan Wills (Program Manager, Massive Eco-Development Corporation).
Stephen Lyons (Planning Manager, Cascade Peaks Shire Council).
Kim Nguyen (Director, Awesome Landscapes Pty Ltd)

9. What is the total increase in cost of the project as a result of this change request?

\$17,900

10. List five (5) exclusions under Stage 2 – Building Support of the Scope Management Plan.

- Monitoring and maintaining the road
- Creation of additional retaining walls
- Installation of utilities
- Weather damage
- Provision of delivery of pipes and tanks

11. Review the Project Plan. Does it follow the change management procedure? Explain your reasoning.

Do not exceed 50 words.

No. The change register was the only one not followed as Sam forgot to fill it in

12. Access and review the Gantt Chart version 2. It shows double bars for each task.

- a. What do the coloured bars represent?
- b. What do the grey bars represent?
- c. Why do the grey and coloured bars do not match up in the Gantt chart?

- a. Current project schedule
- b. Project Baseline
- c. The two bars don't match as project schedule has changed due to change request

13. Assuming the project runs on schedule, list two (2) tasks that should be in progress if Sam was to visit the site on Monday 22 August.

Do not include the task 'Project Management'.

- a. Move plants to glasshouse to dispose and dispose of weeds
- b. Remove and store soil/delivery of granite boulders

14. If Sam was to visit the site on Thursday, 22 September, he will see that two (2) tasks are in progress, namely:

- a. Construction of retaining walls.
- b. Install and compact soil behind walls.

According to the procedure documents, these two activities cannot happen at the same time. The retaining wall has to be built first. Once construction is completed, the soil needs to be added behind. Why are these two tasks in progress on the same day?

Multiple retaining walls are being built. One wall can be started on 22nd December and the other wall is already completed. So both tasks can happen at the same time.

15. According to the Gantt Chart, if there is a delay in the completion of Task 57 'Construct stone paving walkway',

- a. Which tasks, if any, are immediately delayed?
- b. Will this delay push out the completion of the project? Why or why not?
- c. Discuss how this could affect the resourcing of the project.
- d. List one (1) risk that could arise from this issue.

- a. Task 59 erect signs Task 62 soil preparation
- b. Yes because task 57 is on the critical path
- c. Contractor resources may be allocated to other tasks as the delay in these tasks may affect their ability to proceed with other scheduled tasks
- d. As contractor resources are committed to other projects this project may not be able to be completed due to other commitments

16. What is the total budget for the project expenditure?

Yes increased funding is required for the project.

Massive eco development has stipulated a fixed price contract so they are expected to take on extra costs for the project.

There is a cost increase to build the extra retaining walls so the costs are required to be passed on to the client

Awesome Landscapes need to request additional funding for the large increase cost in gravel for the additional retaining wall installation and backfilling behind them

17. Sam is very concerned about the cash flow of the project.

- a. What is the problem?
- b. What would you suggest be done to rectify the cash flow issue?

- a. The 1st October is the date for the first 50% contract payment from Massive Eco. Awesome Landscapes had enough reserve cash to tide them over until the first payment was made, but due to the increase of the first stage cost due to the variation they will now need additional funds to cover all the costs.
- b. Moving the date forward of the initial payment to the 17th of September or split the first 50% up into a 20-30 split that can be accessed earlier to ease the burden of the extra cost involved in the first stage.

This issue is that Awesome landscapes finds themselves in has cause for argument both for and against the early release of project funds. For the sake of the project Sam Ng (PM) should be requesting a relaxation on the initial release of funds to cover the extra construction costs that are at the front end of the project.

In the Project plan clause 4.5 clearly states that “this is a fixed price contract, so the funds provided shall be the same regardless of any project extensions, variations in scope, or increases of labor cost, procurement or purchases’

Massive Eco Developments Corporation will want to look at how they want the working relationship with Awesome landscape to develop at the beginning of the project. Being an early variation to the scope of works there is room for movement, the initial 50% payment may be able to be split and accessed early to accommodate the extra cost of the project.

Massive Eco will also need to look into the effects of its contractor having to absorb those costs, can Awesome Landscaping cover the cost? Will they stay afloat? Will they be able to finish the job? Will there be implications moving forward? The ethical and financial implications of a costing change early on in a project can have dire consequences to the final product.

Awesome landscapes who are the ones that saw a need for change in the scope to allow the construction of the chalets and keep the project on program. They also started working on the project earlier as to not affect the end date, these two factors should be considered by Massive Eco Development when making a decision about the division of the money.

When it comes to cost management at this stage of the project all the key stakeholders need to look at the issues that will arise from Awesome Landscaping not having the funds to cover the cost of stage 1. Therefore I think that Awesome Landscapes should apply to have the early release of some of the project funds to help bridge the gap caused by the variation of the original scope as it will benefit the entire project and its delivery.

19. Complete the following Audit Template with the standards determined in the previous question (Case Study Question 18). This will be given to an internal auditor to audit the financial processes at various points along the project.

Guidance: Complete only the fields highlighted in yellow. Do not complete the ‘Assessment’ and ‘Comment’ fields under ‘Audit of Management of Project’.

--

Quality Audit Template		
Project Name: <i>Cascade Peak Chalets Landscaping Project</i>		
Prepared by: Matt Taylor		
Date: 26/8/20		
Project Manager: <i>Sam Ng, Awesome Landscapes</i>		
Project Phase:	Overall Project Status:	
Audit Date:	Audit Number:	Audit Leader:
Audit Team:		
Goal(s) of This Specific Audit: To evaluate the effectiveness of the financial control processes throughout the project.		
Audit of Management of Project:		
1. Are invoices going out on time and correct?	Assessment:	Comment:
2. Are invoices being received and payed correctly?	Assessment:	Comment:
3. are employees being paid correctly?	Assessment:	Comment:
4. is the budget being followed and updated correctly?	Assessment:	Comment:
5. is the cash flow statement up to date and correct?	Assessment:	Comment:

6. are subcontractors submitting the correct invoices at the correct time?	Assessment:	Comment:
7. is the budget tracking ok?	Assessment:	Comment:
8.	Assessment:	Comment:
9.	Assessment:	Comment:
Overall Assessment of Management of Project:		
Recommended Action(s)/Lessons Learned Regarding Management of the Project:		
1. 2. 3.		
Additional Audit Comments:		
1. 2. 3.		
Have you attached additional material(s)?	ye s	n o
Name(s) of attachment(s):		
1. 2.		
Audit Report Submitted To:	Date:	

20. Sam has provided you with the following audit from a previous project (landscaping the new Cascade Peak Shopping Centre). Evaluate the audit report below and answer the following questions:

- a. What was the cause of the unsatisfactory results?
- b. What action would you recommend to prevent the issue coming up again in this project?

a. The communication between the project management team and the site team performing the tasks was inadequate and lacked important details. This breakdown in communication was creating a road block and not allowing vital information to make it onto site where it was needed to ensure smooth running and delivery of the project.

b. In future more informal methods of communication must be utilized to transmit information to the site team, the use of tool box/ pre start meetings on site, emails including all attachments and detailed drawings to subcontractors and any other key stakeholders involved in the project. Its advised training for the site supervisor to update their communication skills would be advantageous.

Quality Audit Template

Project Name: *Cascade Peak Chalets Landscaping Project*

Prepared by: *Sam Ng*

Date: *17 August 2015*

Project Manager: *Sam Ng, Awesome Landscapes*

Project Phase:
Implementation

Overall Project Status: *On schedule*

Audit Date: *17 August 2011*

Audit Number: *26*

Audit Leader: *Sam Ng*

Audit Team: *Sam Ng, John Cowley, Ann Deak.*

Goal(s) of This Specific Audit: *To evaluate the communication and reporting processes.*

Audit of Management of Project:		
1. Are tasks being communicated to site supervisor in a reasonable amount of time?	Assessment: Satisfactory.	Comment:
2. Are tasks being communicated to site supervisor of sufficient detail?	Assessment: Not satisfactory.	Comment: Tasks only being communicated as per Gantt chart. Site supervisor having to seek clarification regularly on requirements of tasks.
3. Are tasks being communicated by the site supervisor to the team members and contractors done in a reasonable amount of time?	Assessment: Not satisfactory.	Comment: Timing of communication can be improved if there wasn't the need for clarification of the details of the tasks.
4. Are tasks being communicated by the site supervisor to the team members and contractors of sufficient detail?	Assessment: Satisfactory.	Comment:
Overall Assessment of Management of Project: Tasks being communicated to the supervisor do not have the level of detail required by the site supervisor. In particular detailed plans are not provided with the task briefs. Some delays in commencing tasks have been experienced as the site supervisor has awaited clarification from the project manager.		
Recommended Action(s)/Lessons Learned Regarding Management of the Project: 1. Project manager to prepare task briefs in enough time to add the required level of detail. 2. Task briefs are to be supplied with all relevant attachments such as detailed plans.		

Additional Audit Comments:					
1.					
2.					
3.					
Have you attached additional material(s)?			ye s	x	n o
Audit Report Submitted To: Kim Nguyen			Date: 24/08/2015		

21. The quality plan is very weak on cost management. Write a Cost Management Plan (of 200 – 300 words) for managing the quality of the financial processes while the project is in progress.

Guidance: Your Cost Management Plan must cover the following quality objectives and criteria.

- a. Meeting with contractual requirements.
 - b. Paying invoices on time.
 - c. Ensure invoices are sent out in time.
 - d. Ensuring financial reporting is done on time.
 - e. Include a calendar of when payments are likely to be due.
 - f. Comparison of actual cash flow against projected cash flow.
-

a.Meeting with contractual requirements - Awesome Landscapes are to use the milestone projections outlined in clause 3.2 to monitor the progress of the contractual requirements. Key project milestone dates need to be communicated to all staff relevant to completing the task and works will be scheduled around these completion dates.

b. Paying invoices on time – To ensure the project is to remain on schedule, Invoice payment scheduling is to be completed by management, this will include works completed by contractors, materials supply and labour. Must be formatted in an easy to follow spread sheet it will include the forecasts for cost's and the actual cost date of and date of payment of all claims. All invoices are 28 day payment terms and must be paid on the 28th day.

c.Ensuring invoices are sent out on time –Control of Invoice control is crucial for cashflow timeline. As per contract with Massive Eco Development and per Awesome Landscapes payment cycle invoices are to be raised at the start of each month following the completion of the following milestones on the project. The amounts due in the invoices are outlined in the payment schedule found below.

1. The first payment is due on the commencement of phase 1 27/07/2016 invoice date 01/08/2016
2. The completion of the project phase 1 deliverables 21/09/2016 invoice date 1/10/2016.
3. The completion of the project phase 2 deliverables 04/01/2017 invoice date 01/02/2017.
4. The completion of the 3rd project phase, this also includes the project closure information required in clause 1.5. 11/03/2017 invoice date 01/04/2017.

d.Ensuring financial reporting accurate and is done on time – The financial recording for the project is to kept up to date throughout the project with weekly reviews by awesome landscape management. These reviews will include checking the cashflow status and ensure reported cash flow figures, are correct, checking budget, estimates and progress audits. The changes and findings of these reviews will be documented in the project plan and status reports, which will be passed onto awesome landscapes senior management. If serious discrepancies are found in these

WORKBOOK CHECKLIST

When you have completed this workbook, please ensure you have completed all parts of it:

Written Questions

Part 1 – Project Scope

Part 2 – Project Time

Part 3 – Project Cost

Part 4 – Project Quality

Case Study

IMPORTANT REMINDER

Students must achieve a satisfactory result to ALL assessment tasks to be awarded COMPETENT for the unit relevant to this subject.

To award the student competent in the units relevant to this subject, the student must successfully complete all the requirements listed above according to the prescribed benchmarks.

End of Document

