



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Integration Management

Version 1.01 Produced 18 October 2018

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Version control & document history

Date	Summary of modifications made	Version
5 May 2016	Version 1.0 produced following assessment validation.	1.0
18 October 2018	Version 1.01 Change to Practical Assessment	1.01

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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 5
TITLE:	Integration Management
FIRST AND SURNAME:	LEANNE PHILLIPS
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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 :LEANNE PHILLIPS

Signature: Signed on
attached page called
"Assignment 5 signed
Coversheet"

Date: 2-10-21

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 advisor to the project team at Awesome Landscapes Pty Ltd. Specifically you are required to provide independent advice on seeing their current project through the entire life cycle.

You have already provided advice to them in the previous four workbooks.

The project manager has advised the project is now complete, and is about to archive all the project documentation.

Your task is to evaluate the supplied project documentation and to ensure all due diligence has been completed.

You will need to compare the project plan with the previous version to ensure it is ready for closure.

[Project Charter version 4 \(.pdf\)](#)

[Project Plan version 4 \(.pdf\)](#)

[Project Gantt Chart version 4 \(.mpp\)](#)

[Project Gantt Chart version 4 \(.pdf\)](#)

[Project Network Diagram version 4 \(.pdf\)](#)

(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. Sam has asked to you check the Project Plan for anything that is missing. He has been very busy but appears to have done all the necessary finalisation of the plan ready for sign off.

He has mentioned the final report or lessons learnt documentation has not been included, and the project archiving checklist have not been completed either. You will be assigned to complete these later.

Examine the Project Charter (version 4) and Project Plan (version 4) and identify four (4) things that are missing.

Guidance:

- a. Assume the Project Gantt Chart and the financial figures in the summary/detailed costing tables are up to date as these have already been audited. Also remember this final project plan is in draft, and will not be signed off until the final acceptance meeting in a few days' time.
- b. Take note of the following:
 - i. Version control.
 - ii. The updates from the project in the other workbooks you have completed in previous workbooks.
 - iii. Check the project archiving checklist for everything that should be included

- a. The name of the new excavation subcontractor isn't listed on the Charter - it still says "NEW CONTRACTOR TO BE PROCURED". JP Digging is crossed out in the Stakeholders section, but the new contractor is not listed.
- b. The costs for hiring and training of new staff, seeking a new contractor and costs associated with repairing damaged infrastructure due to the project being abandoned in CR2 have not been included in the project Cashflow (Appendix 8).
- c. There is no risk register in the Project Plan.
- d. The new contractor that replaced JP Digging does not appear on the Resource Allocation in the Plan (Appendix 18).
- e. ** The archiving checklist is blank**

2. Sam is in the process of developing a set of Lessons Learnt Documentation for the project.
 - a. Access and review the four (4) previous workbooks you have completed and derive three (3) different lessons learnt throughout the project.
 - b. Document each lessons learnt using the Lessons Learnt Documentation Template provided. Use one template for each lessons learnt.

Lessons Learnt Documentation Template 1

Project Name	Cascade Peak Chalets Landscaping Project
Prepared by	Leanne Phillips
Date	8 Aug 2017
Project Manager	Sam Ng
Lessons Learnt Number	1
Lesson Learned Proposed Name:	Importance of identifying staff skillsets/training needs
Project Team Role:	Administrative
Process Group*	
☐ Initiating ☒ Planning ☒ Executing ☐ Controlling ☐ Closing	
Specific project management process being used:	
Hiring of staff	
Specific practice, tool or technique being used:	
What action was undertaken?	Site supervisor Andrew didn't have adequate IT skills which affected his reporting abilities.
What was the result?	Reporting was not carried out efficiently or effectively by Andrew.
What might have been a more preferred result?	Reporting to have been done in a timely manner without the need for extra training.
What might have created the more preferred result?	More careful assessment of Andrews IT ability when appointing him to the Site Supervisor role & getting him training earlier in the project.

What is the specific lesson learnt?	
Don't assume staff skills/abilities - assess their abilities to confirm they have the skillset required for their position in the project.	
This is particularly relevant when staff are performing roles outside their typical area of expertise. E.g: a practical "tradesman" type employee may not necessarily have the administrative/clerical skills for reporting. Similarly, a typically administrative employee might not necessarily have the practical skills/knowledge to carry out practical tests/repairs.	
How could one identify a similar situation in the future?	
Speak (informal chats/catch ups) to employees regularly to gauge how they are coping.	
What behaviour is recommended for the future?	
PM Keeping a very close eye on time frames to quickly identify any delays.	
All managers keeping in contact with team members to assess how they are coping & carrying out their duties.	
Where and how can this knowledge be used later in this current project?	
On-going communication with staff to identify any training needed to allow them to carry out their tasks effectively and efficiently.	
Scheduling regular catch-ups and/or check-ins with team members.	
Who should be informed about this Lesson Learnt:	
☐ Executive(s)	☒ Project Manager(s)
☐ Others	☒ Project team (s)
	☐ All staff
How should this Lesson Learnt be disseminated?	
☐ E-mail	☒ Tip Sheet/FAQ
☐ Others	☐ Intranet/Web site
	☐ Library

Lessons Learnt Documentation Template 2

Project Name	Cascade Peak Chalets Landscaping Project
Prepared by	Leanne Phillips
Date	8 Aug 2017
Project Manager	Sam Ng

Lessons Learnt Number	2		
Lesson Learned Proposed Name:	Loss of staff mid-project		
Project Team Role:	Landscaping		
Process Group*			
☐	Initiating	☐	Planning
☒	Executing	☐	Controlling
☐	Closing		
Specific project management process being used:			
Executing project			
Specific practice, tool or technique being used:			
Monitoring			
What action was undertaken?	2 Landscapers left mid-project.		
What was the result?	The project didn't have the necessary labour to complete the landscaping tasks.		
What might have been a more preferred result?	No loss of staff throughout the project.		
What might have created the more preferred result?	More communication with staff in times of uncertainty.		
What is the specific lesson learnt?			
When future work is uncertain, employees can be inclined to seek more secure employment with another organisation. Similarly, if they are not kept "in the loop" and communicated with adequately, they will seek more stable employment.			
How could one identify a similar situation in the future?			
Regular catch-ups and check-ins with employees to gauge their level of satisfaction and confidence in their employment.			
What behaviour is recommended for the future?			
Frequent, suitable & effective communication with employees so that they may be more likely to stay with the organisation in times of uncertainty.			
Where and how can this knowledge be used later in this current project?			
Keep open & honest communication with all project members - employees & sub-contractors alike.			
Who should be informed about this Lesson Learnt:			
☐	Executive(s)	☒	Project Manager(s)
☒	Project team (s)	☐	All staff

☐	Others	
How should this Lesson Learnt be disseminated?		
☐	E-mail	☐ Intranet/Web site ☒ Tip Sheet/FAQ ☐ Library
☐	Others	

Lessons Learnt Documentation Template 3

Project Name	Cascade Peak Chalets Landscaping Project
Prepared by	Leanne Phillips
Date	8 Aug 2017
Project Manager	Sam Ng
Lessons Learnt Number	3
Lesson Learned Proposed Name:	DANGER OF FIXED PRICE CONTRACT
Project Team Role:	PM
Process Group*	
☐ Initiating	☒ Planning ☐ Executing ☐ Controlling ☐ Closing
Specific project management process being used:	
Budgeting & planning	
Specific practice, tool or technique being used:	
What action was undertaken?	The scope of the project changed with the extra 3 retaining walls in CR1. That cost couldn't be recovered because it was a fixed price contract. ** NOTE though that Awesome were VERY lucky that Cascade Peak agreed to pay them the extra \$100K to get the project back on track, otherwise, they would have been much more out of pocket (\$34000 + \$15139 + cost of acquiring new excavation contractor and landscapers).
What was the result?	The road gravel cost increased by \$6500.
What might have been a more preferred result?	If it wasn't a fixed price contract, those charges could have passed on to the sponsor as a variation, as it was a change in scope, not a mistake or oversight on Awesome's part.
What might have created the more preferred result?	The contract not being a fixed price OR the addition of a clause that stipulates that costs associated with physical changes to the scope would be passed on to the sponsor.
What is the specific lesson learnt?	
Fixed price contracts could be very detrimental if the scope changes significantly.	

How could one identify a similar situation in the future?					
It could be difficult, and may not even be possible, to determine that the scope could change in the future.					
What behaviour is recommended for the future?					
Ensure contracts are not fixed price OR include a clause/exclusion to the fixed pricing that if the scope changes, those costs can be passed on to the sponsor.					
Where and how can this knowledge be used later in this current project?					
N/A					
Who should be informed about this Lesson Learnt:					
☒	Executive(s)	☒	Project Manager(s)	☐	Project team (s)
☐	Others				
How should this Lesson Learnt be disseminated?					
☒	E-mail	☐	Intranet/Web site	☐	Tip Sheet/FAQ
☐	Others				

3. Sam has asked you to write the final report for the project. Complete the final report using the template below, assuming the things missing from the project plan in the question above have been included.

Guidance:

- Access and carefully review the project documentation you were provided with along with the case study scenario and populate all the fields with the required information.
- Provide a date that is later than the last date in the Project Gantt Chart version 4.
- Assume that this report will be submitted to Terrence Mackay, Stephen Lyons, Kate Chan, and Kim Nguyen.
- Provide a brief summary of the project in terms of the four project constraints (Scope, Cost, Time, and Quality).
- Provide a detailed summary of the project covering the functions of project management listed below. Further guidance is provided for you within the template.

Project Name:	Cascade Peak Chalets Landscaping Project
Prepared by:	Leanne Phillips
Date:	30 April 2017
Project Summary	
Scope (What was included and excluded)	
Inclusions: Stage 1 – Pre-building • Removal of vegetation in areas being cleared and replanting/maintaining the plants for replanting in stage 3. • Access roads through the existing forest for builders to access each building site. • Retaining walls to provide stability around the buildings. Stage 2 – Building Support • Monitoring the building site for erosion, subsidence or other environmental issues. • Excavation for incoming utilities (electric cable, water supply, etc.). • Excavation of sewerage and septic system. • Maintaining the plants removed in stage 1. • Repair of slip damage. Stage 3 – Planting and Landscaping • Diversion of stream and creation of water channels through resort in between the chalets. • Conversion of most access roads into landscaped walking paths. • Erection of signage around resort: • Detailed landscaping around chalets and paths: • Planting of native plants removed in stage 1 plus additional native plants back into landscaped areas to blend in with forest.	

Exclusions

Stage 1 – Pre-building

- Removal of vegetation in areas being cleared and replanting/maintaining the plants for replanting in stage 3.
- o Sourcing and maintenance of any additional native plants to be planted at the end of the project.
- o Removal of trees or planting of new trees.
- Access roads through the existing forest for builders to access each building site.
- o Sealing of roads or car park.
- o Maintenance of main road up the mountain to the resort property.
- o Construction of any foot paths, bridges, culverts or electrical services.
- Retaining walls to provide stability around the buildings.
- o Construction of foundations and planting around retaining walls.

Stage 2 – Building Support

- Monitoring the building site for erosion, subsidence or other environmental issues.
- o Monitoring and maintaining partially and fully constructed buildings as well as the main road.
- o Creation of additional retaining walls.
- o Onsite security.
- o Any building, decorating or furnishing of the chalets.
- Excavation for incoming utilities
- o Installation of utilities or service points at either road or chalet end.
- o Provision or delivery of utility raw materials or installation equipment.
- o Testing of the utilities
- o Weather damage.
- Excavation of sewerage and septic system.
- o Installation of pipes and tanks.
- o Construction of septic system buildings or other infrastructure.
- o Provision or delivery of pipes and tanks.
- Maintaining the plants removed in stage 1.
- o Purchase and maintenance of additional native plants to replace any that had perished and removal of additional plants or weeds from the building sites.

Stage 3 – Planting and Landscaping

- Diversion of stream and creation of water channels through resort in between the chalets.
- Conversion of most access roads into landscaped walking paths.
- o Construction of any roads within the resort.
- o Construction of any hand rails.
- Erection of signage around resort - including sign design & sign writing.
- Detailed landscaping around chalets and paths.
- o Any pot plants to go around or inside chalets.
- o Development of any ongoing maintenance plan.
- Planting of native plants removed in stage 1 plus additional native plants back into landscaped areas to blend in with forest.
- o Purchase, delivery of planting of any exotic species.
- o Development of any plant maintenance plan.

Cost (Budget vs. actual)

The individual budget costs in table 4.1 of V4 of the Project Plan (Page 24) don't add up to the number in the table.

Pre-building $\$58,438 + \$44,050 + \$133,880 = \$236,368$ (Budget table says the total for pre-building is $\$247,768$)

Building Support = $\$41,991 + \$66,000 + \$2,000 = \$109,991$ (Budget table says the total for building support is $\$109,491$)

Planting & Landscaping = $\$88,114 + \$34,400 + \$35,389 = \$157,903$ (Budget table says the total for Planting & Landscaping is $\$157,633$)

TOTAL BUDGET = $\$236,368 + \$109,991 + \$157,903 = \$504,262$ (Budget table total says $\$514,892$)

HOWEVER, USING THE FIGURES IN SECTION 4.4 & Appendix 6 - the budgeted cost after CR1, CR2 and CR3 is $\$514,892$.

It's assumed that ALL prices are EXC GST as the figures in Section 4.4 $\$135,108 + \$514,892 = \$650,000$ & the $\$650,000$ is listed as Exc GST in Section 4.5.

The project budget as per Section 4.4 is $\$514,892$.

The project actual cost was $\$462,153$ (Appendix 8) with CR1 costs only

+ cost to repair damage due to abandonment ($\$34,000$)

+ costs for hiring & training new staff (no amount stated)

+ cost for seeking a new contractor (no amount stated)

+ additional plants ($\$25,139$).

= $\$521,292$ + costs for hiring & training new staff + cost for seeking a new contractor.

The actual cost ($\$521,292$ + hiring, new staff & new contractor costs) was higher than the budgeted cost of $\$514,892$ (from Section 4.4).

The $\$6,400$ difference (excluding the hiring, new staff & new contractor costs) is a small percentage and within a reasonable amount given the complexities with the changes to the project.

Time (Estimate vs. Actual)

Estimated completion time:

Original time frame was 9 months, then revised to 12 months after the change in sponsor.

Actual completion time:

Commencement date was 27 July 2016, completion date 12 April 2017 = approx 8.5 months.

The project was completed earlier than estimated, which given the complexities with the changes to the project, is a very good achievement.

Project Report Submitted to:

Name: Terrence Mackay	Title: (General Manager, Cascade Peak Hotel)	Date: 30 April 2017
Name: Stephen Lyons	Title: Planning Manager, Cascade Peaks Shire Council)	Date: 30 April 2017

Name: Kate Chan	Title: Project Manager - Timber Home Construction Ltd	Date: 30 April 2017
Name: Kim Nguyen	Title: Director, Awesome Landscapes Pty Ltd)	Date: 30 April 2017
Analysis of Project		
Guidance:		
a. <i>Process Review</i> - Describe all of the processes used during the planning, implementation and closure stages. b. <i>Lessons Learnt</i> - Describe what went right and or what went wrong and how effective were the management and the processes you used. If necessary, state how you overcame any problems. c. <i>Recommendations</i> – Make recommendations as a result of the lessons learned.		
Scope		
Process Review Planning - the scope, and changes to the original scope, was used to determine the work flow for the project. Implementation - the scope appeared was monitored adequately through the project. Closure - the delivered project matched the requirements of the new scope (including the 3 additional retaining walls in CR1).		
Lessons Learnt What went right? The responses and changes needed from the scope change, were implemented quickly to minimise delays to completion & subsequent phases of the project. What went wrong? There were changes to the scope that MAY possibly have been able to have been predicted or foreseen. How effective were management & processes used? Management handled the changes in the scope very well & were quick to implement the steps to incorporate the scope change.		
Recommendations Make the contract non-fixes so that changes in scope can be charged to the sponsor, OR if that isn't possible, a clause in the contract to limit the value of changes in scope that will be tolerated (e.g: up to x% of the project cost).		
Time		
Process Review Planning - the creation of the Gantt Chart was pivotal to ensuring the project met the required time frames. Implementation - the use of the Gantt Chart ensured all parties met the required time frames.		

Lessons Learnt What went right? The project was completed well within the 12 month time frame (8.1 of V4 of the Project Plan) What went wrong? There were delays caused by the change of sponsor, which caused staffing and contractor issues. How effective were management & processes used? Management was very effective in being able to get the project completed well within the estimated time frame, given the challenges that the changes to the scope & sponsor presented. How were problems overcome? Hiring new landscapers and selecting a new digging contractor meant that the project was able to continue on schedule. Recommendations Time management was very effective and efficient. No recommendations for improvement.
Cost
Process Review Planning - budget preparation and cash flow forecasts were critical to ensuring costs were managed and controlled. Implementation - the budget and cash flows were used to ensure the project costs did not blow out. Closure - compilation of the final actual costings Vs the budget estimates is a critical step to determine the overall budgetary outcome of the project. Lessons Learnt What went right? The cost increase was not excessive compared to the magnitude of the changes. Because the new sponsor was willing to contribute extra funds to get the project back on track, the project ended up with more contingency funds than estimated. What went wrong? The actual cost was higher than the estimated costs, due to the changes to the scope and sponsor. How effective were management & processes used? Management must have very skillfully negotiated with the new sponsor for sufficient additional funds to get the project back on track. Recommendations No recommendations for improvement.
Quality

Process Review

Planning - Quality has been very well planned for with the preparation of: The Quality Management Plan (as contained in the Project Plan), QA & QC detailed in the Project Plan, Quality Analysis Tool (which specifies what is required and expected at each task), Quality Plan and Quality audits.

Implementation -

a) Monthly project integration audits (QA);
b) Councils monthly audits of construction and at various other stages (as shown in Section 5.6 of the Project Plan) and
c) PMs internal audits
were used to assess the quality throughout the project

Closure - the deliverables were assessed at each step along the way of the project meaning that the final product delivered had quality inherently built into them and were of the required standards.

Lessons Learnt

What went right?

It is assumed that there were no quality issues that weren't rectified or that caused significant delays or additional costs.

What went wrong?

The delay associated with the change in sponsor caused damage to the site that had to be repaired. That damage wasn't the fault of, or caused by, the management or work carried out at the site- but a by-product of the sponsor delay.

How effective were management & processes used?

Management and the quality processes used were effective in delivering the end product to the sponsor with the required level of quality.

How were problems overcome?

Recommendations

No recommendations for improvement. No quality defects were left unrectified.

Human Resources

Process Review

Planning - the development of the HR Management plan (section 6 of the Project Plan) & staffing management plan ensured that all HR matters were considered prior to the project commencing.

Implementation - The use of the Gantt Chartt ensured that all staff were allocated to their appropriate tasks at the appropriate time to ensure the tasks were completed.

The loss of 2 landscapers mid-project meant that more staff had to be obtained, assimilated into the project, and bought up to speed in a very short timer frame.

Closure - The management of HR was adequate at closure of the project.

Lessons Learnt

What went right?

All other staff were retained during the except for the 2 landscapers that resigned.

What went wrong?

Loss of 2 landscapers mid-project (after the change in sponsor).

It becoming evident that Andrew didn't have the necessary computer/email skills to do his reporting efficiently.

How effective were management & processes used?

Management effectively and efficiently found replacement landscapers to replace the 2 that resigned.

How were problems resolved?

As well as finding replacement landscapers, Andrew was given training to improve his computer/Email skills.

Recommendations

Keep in closer communication with staff when/if issues arise - such as the change in the sponsor.

Review staff mandatory skills, that could usually be assumed (Andrews computer skills) before appointing them to their position for the project.

Communications

Process Review

Planning - the development of the Communications Management Plan (Section 7 of the Project Plan), Communications Plan (identifying how and when communication is to be carried out) and Communications Requirements Analysis (what communication is required and why) more than adequately addressed the necessary aspects of communication, prior to commencement.

Implementation - the communication throughout the project followed the formats identified and documented in the Project Plan.

Closure - the necessary closure documents will be prepared and communicated to the necessary parties in the manner described in the Communications Management Plan, Requirements Analysis & Communications Plan.

Lessons Learnt

What went right?

No major issues caused by lack of, or ineffective communication

What went wrong?

Massive failed to communicate their potential to enter liquidation OR precarious financial situation prior to commencing the project.

How effective were management & processes used?

Management effectively communicated and negotiated with Cascade Peak Hotel to pay a very reasonable sum to get the project back on track after the closure.

More/better/faster communication with the landscapers MAY have prevented them resigning.

Recommendations

More/better/faster communication with staff when/if the project becomes unstable for whatever reason (such as the change in sponsor).

Procurement

Process Review Planning - The development of a Procurement Management Plan including details of Procurement planning, contract admin and contract close-out, as well as the Procurement Management Planning Checklist ensured that procurement decisions and processes were adequately documented prior to commencement of the project. It was very clear what is required for procurement decisions. Implementation - the procurement management plan guided the process and procedures for seeking and assessing a contractor to replace JP Digging. Closure - Procurement policies spell out the close-out requirements for contractors.
Lessons Learnt What went right? A suitable replacement digging contractor was found, to replace JP Digging. What went wrong? The conflict between JP Digging & Cascade Peak meant that a new digging contractor had to be sought. How effective were management & processes used? Management and their projects were effective and efficient throughout the project. How were problems overcome? Using the plans and checklist in the Project Plan, they were able to secure a replacement digging contractor.
Recommendations Keeping a register of potential alternate contractors.
Risk
Process Review Processes used during the planning, implementation & closure stages Planning - The preparation of Risk Management Plan that addressed constraints, assumptions and potential issues set the foundation for risk to be effectively identified and managed throughout the project. The use of SWOT analysis & brainstorming sessions; clear definition of risk rating / categorisation / prioritisation; and the preparation of the Risk Response Plan set the project up to have the best risk identification, management and mitigation processes and procedures possible. Implementation - The Risk Management Plan was updated with each Change Request. Closure - The risks of the project were managed and mitigated using the documentation prepared in the planning phase. Any risks identified must be added to the lessons learnt document.

Lessons Learnt

What went right?

They were able to use the Risk Response Plan to replace the landscapers who resigned mid-project.

What went wrong?

Management didn't predict that the sponsor would enter liquidation (no Risk Response Plan was developed for that scenario).

Management didn't predict that the sponsor and one of the contractors would not be able to work together (no Risk Response Plan was developed for that scenario).

How effective were management & processes used?

The use of the Risk Response Plan allowed Awesome to find suitable replacement employees.

How were problems overcome?

Use of the Risk Response Plan.

Recommendations

Preparation of a Risk Response Plan for all threats, and possibly the weaknesses, identified in the SWOT.

Project Integration

Process Review

Planning -

The Integration Management plan that addressed methodology, dependencies, change control, auditing, performance reporting & project closure was prepared prior to the project commencing. They were fully documented and adequately prepared to give the project the best chance of being completed successfully, and Awesomes part of the project integrating with the other components (e.g: chalet building etc..)

Implementation -

Maintaining and updating the documentation, and following the procedures in, the Integration Management Plan (e.g: ensuring the change control documents were kept up to date and implemented into the Project Plan correctly) was carried out throughout the project.

Closure -

The integration documentation pulls all of the project together to produce the deliverables. The Project Closure documentation is specific and sufficient to effectively tidy up the finalisation of the project.

Lessons Learnt

What went right?

The different contractors worked well together (once JP Digging were removed after the change in sponsor)

What went wrong?

How effective were management & processes used?

The processes and management were very effective in progressing the project to completion.

Recommendations

No recommendations for improvement.

4. Sam has approved the report in the above question to be distributed. He has also updated the project plan following your advice. Now he is ready for the project closure meeting. He has assigned you the task of organising this meeting.

Answer the questions that follow.

- a. Who will attend this meeting?

Guidance: List the attendees by name, job title, and organisation).

Terrence Mackay, General Manager, Cascade Peak Hotel P/L
Stephen Lyons, Planning Manager, Cascade Peak Shire Council
Kate Chan, Project Manager, Timber Home Construction Ltd
Kim Nguyen, Director, Awesome Landscapes P/L
Sam Ng, Project Manager, Awesome Landscapes P/L

- b. What information will each person need before the meeting?

Details of the venue and time for the meeting.

- c. Which documents (and which version number of each document) will need to be printed off for the meeting?

1. Project Plan (including the version control table, Gantt chart showing project completed, Lessons Learnt, Issues Register with all issues closed or documented in the report, Project Completion Report and audit report) - Version 5 (update Version 4, to show Version 5 is the final version at completion) 2. Project Completion Report - Version 1 3. Project Archives Checklist - Version 1 4. Formal acceptance and closure - Version 1
d. Which of these documents will require signatures?
The Project Plan, Completion Report and Formal Acceptance & Closure will all need to be signed.
e. Who will need to sign off on these documents?
The Project Plan, Completion Report and Formal Acceptance & Closure will need to be signed of by Terrence, Stephen, Kate, Kim and Sam as members of the steering committee.
f. Do you believe the project objectives aligned with the objectives of Awesome Landscapes throughout the entire project life cycle? Explain your answer.
The project objectives aligned well with Awesome Landscapes' objectives. Awesome Landscapes vision is to make the Cascade Peak region ecologically friendly through practical landscaping solutions using local native vegetation and landscaping that blend in well with the natural setting. The Cascade Peak Chalets Landscaping Project objectives are to prepare the site for constructing the chalets; excavate the channels for utility services; mitigate erosion during chalet construction; divert a local stream to provide cascading channels running through the resort, complete the planning and landscaping to ensure the resort blends in with the natural forest & to ensure the forest flora and fauna are minimally impacted by the project. Awesome Landscapes objectives align beautifully with the project objectives - both focus on ecologically friendly practices and share a desire for minimal impact on the natural settings.
g. What needs to be done after the meeting to complete the closure of the project?
Awesome Landscapes is to raise an invocie to Cascade Peak Hotel for the final contract payment. Then, once payment of the final invoice has been made, all project documentation is to be archived - both electronically and physically.

WORKBOOK CHECKLIST

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

☒ **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.

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