



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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Version control & document history

Date	Summary of modifications made	Version
14 April 2016	Version 1.0 produced following Training Package update	V1.0
22 June 2017	Updated Table of Contents.	V1.1
16 October 2018	Change to Practical Assessment	V1.11

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ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
TITLE:	The Project Life Cycle
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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 :Nazeem Ajez

Signature:



Date:

01/08/2021

WRITTEN QUESTIONS

1. Below are the different stages of the lifecycle of a project. Match each lifecycle stage to its correct description.

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

	Stage	Description
c.	Scoping	a. It is during this phase that a project management plan is developed all comprehensive of individual plans for – cost, scope, time, quality, communication, risk and resources. Some of the important activities that mark this phase are - making WBS, development of schedule, milestone charts, GANTT charts, estimating and reserving resources, planning dates and modes of communication with stakeholders based on milestones, deadlines and important deliveries.
a.	Planning	b. It is in this phase that the project deliverable is developed and completed, adhering to the plan as developed in the previous phase. The project execution and project monitoring and Control are the 2 phases that mostly occur simultaneously. A lot of project management tasks during this phase capture project metrics through tasks like status meetings and project development updates, status reports, human resource development and performance reports.
b.	Implementation	c. A project is formally started, named and defined at a broad level during this phase. Project sponsors and other important stakeholders perform their due diligence on whether or not to undertake a project, or choose to undertake one project over another. Depending on the nature of the project, feasibility studies are conducted or as it may require.
e.	Monitoring	d. It includes a series of important tasks such as making the delivery, relieving resources, reward and recognition to the team members and formal termination of contractors in case they were employed on the project.

d.	Closing	e. This phase mostly deals with measuring the project performance and progression with respect to the project management plan. Scope verification and control to check and monitor for scope creep, change control to track and manage changes to project requirement, calculating key performance indicators for cost and time are to measure the degree of variation if any and in which case corrective measures are determined and suggested to keep project on track.
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2. Consider a project that you are currently working on or you would most likely work on in the future.

Provide an outline of typical project phases that would take place during the Implementation Stage of this project.

Current Project: Delivery of a new urban subdivision.

During the implementation phase of this project, various activities are undertaken by the team, in an 'overlapping phase-to-phase relationship'. Phases include; establishment onsite, earthworks, pipeworks, roadworks, utility services and demobilisation. Under each phase, there are various tasks and activities which are undertaken to during the implementation stage of the project.

During this implementation stage, the activities included in each phase are measured against the original tender schedule/ plan, productivities and budget.

3. The following are various structures in which the Implementation Stage of the project can be carried out. Match each structure to its correct description.

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

Structure		Description
d.	Sequential phase-to-phase relationship	a. Projects intended to respond to high levels of change and ongoing stakeholder involvement. Also very iterative and incremental but differ in iterations being very rapid (2-4 weeks) and are fixed in time and cost.
e.	Overlapping phase-to-phase relationship	b. The project scope, time and cost are determined as early in the project lifecycle as practically possible.
b.	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
c.	Iterative/incremental life cycle	d. In this structure, a new phase starts only when a previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule.
a.	Adaptive Life Cycle	e. This is where a phase starts prior to the completion of a previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase.

4. Which of the following are activities that usually take place as part of the closing of a project?

Select all that apply.

☒	a. Project evaluation
☒	b. Warrantee requirements
☐	c. Create communications log
☐	d. Develop project management plan
☒	e. Writing and delivery of project final report
☒	f. Finalisation of accounts and other financial documentation
☐	g. Delvelop project charter
☒	h. Handover of project deliverables
☒	i. Settling of financial liabilities
☒	j. Project evaluation
☐	k. Identify stakeholders
☒	l. Signing off by the project sponsor
☒	m. Finalise lessons learnt documentation and communicating it where needed
☒	n. Transition of responsibility or ownership of project deliverables or products
☒	o. Archiving of project documentation

5. The following are different methodologies used to break project objectives into achievable project deliverables. Match each of the following to its correct description.

Write the letter of your answer in the spaces provided.

Methodology		Description
d.	Project governance	a. A document that formally authorises a project or a phase. It includes the initial requirements that satisfy the stakeholders' needs and expectations. It provides the overall high level description of the strategies and goals of your project.
b.	Project management information system	b. An automated tool, such as scheduling software tool, a configuration management system, and information collection and distribution system or web interfaces to other outline automated systems.
a.	Project charter	c. A document covering all the details of the project down to a very detailed level. It can be presented in the form of a Gantt chart or any other document that displays project activities along a timeline.
e.	Work Breakdown Structure	d. It provides a management structure for the project manager and their team to deliver the project. It provides the support, processes and tools needed for the project to be delivered.
c.	Project plan	e. A document detailing the subdivision of project deliverables into smaller more manageable components.

6. Below are different types of project governance models. Match each model to its correct description.

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

Project governance model		Description
b.	Programmatic Based	a. In this model, project managers have a high level of authority to manage and control the project resources. The project manager in this structure has total authority over the project and can acquire resources needed to accomplish project objectives from within or outside the parent organization, subject only to the scope, quality, and budget constraints identified in the project.
c.	Matrix Based	b. A traditional structure in which program sector managers have formal authority over most resources. It is only suitable for projects within one program sector.
a.	Project Based	c. This model allows program units to focus on their specific technical competencies and allow projects to be staffed with specialists from throughout the organisation.

7. List two (2) documentation that must be created to record strategies and goals for integration processes. In your own words, briefly describe each documentation.

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	The Project Charter is a short, formal document which summaries the project. It is a good tool to be used to satisfy the stakeholders, in order to advise them of what the projects objectives/ goals are, to satisfy their needs. The Project Charter does not go into very much detail.
Project Plan	The Project Plan is a document which includes the full details of the project. It is used to guide the project from commencement to completion. One way to have an effective Project Plan is using a Gantt chart, which outlines all the project stages and activity phases.

8. Consider the communication media you would utilise in project management.
- a. List three (3) communication media you would utilise in project management.
 - b. Discuss how each communication media is applied on various projects.

Communication media	Discussion
Phone	Phones are used in the project day to day and are an effective method of communication when a response or action is required from the other party. Phones are used for various aspects of the project, including internal team and external contractor communication.
Email	Emails are another tool used daily on projects, however, are more formal than phone communication. Emails are utilised for items such as progress claims, variation claims, site instructions, contractor/ supplier quotes, etc. Emails are also used when items are required in writing, design changes for example.
Face to face meetings	Face to face meetings are effective as it builds the team and boosts confidence in the project. In construction, face to face meetings are used in order to meet with the client and superintendent on a weekly/ fortnightly basis, where actions are raised with action by/ due dates outlined in the meeting minutes.

9. Discuss how each of the following communication methods below is applied on various projects.

- a. Verbal communication
- b. Non-verbal communication
- c. Written communication

In your discussion, include at least one (1) specific example or scenario on how each communication method is applied on various projects.

Communication Method	Discussion <i>(with at least one (1) specific example or scenario for each communication method)</i>
Verbal communication	Verbal communication is applied in projects by every team member, from a normal greeting to a formal meeting. Verbal communication is crucial and team members must be competent in this to have a positive outcome. One example for this is the daily prestarts on our construction site. The supervisor runs through the works for the day, verbally, and must do so in a way to ensure the audience is present and attentive.
Non-verbal communication	Non-verbal communication is part of the project's day to day encounters, including the body language and tone of personnel when interacting with others. Depending on the situation, non-verbal communication is key in getting the point across. One example of this is during lifting operations onsite, the rigger communicates with the crane operator with the use of hand signals and whistles to guide the lifting activity into position.
Written communication	Written communication plays a large role in project management of a construction site. Some examples include the use of emails and formal letters. There are also site instructions and design changes which are provided with written communication. One example of written communication is the Extension of Time claim. When the project is effected by an outside source, wet weather for example, a formal letter is written to the client claiming an Extension of Time on the project practical completion date.

10. List two (2) types of project management information systems (PMIS) and, in your own words, discuss how each is applied in project management.

Do not exceed 50 words for each discussion.

Information systems	Application
Computer-Based PMIS	Computer-Based PMIS are utilised to create project programs/schedules which outline the full scope and phases of the project. They can also include the budget and productivity targets of the project. This is an automated software, such as Microsoft Project, which fast tracks the planning phase.
Web-Based PMIS	Web-Based PMIS are utilised when not all team members are in the same location. Project information is added on the Web-Based PMS which is accessible to all the team members. An example of this for a construction project is when submitting the final Quality Assurance documentation to the client.

11. The following are methods used to evaluate information systems and communication processes. Match each method to its correct description.

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

Method		Description
d.	System quality	a. A performance measure to evaluate the efficiency of an investment (such as in this case, resources used to facilitate project communication). It measures the return on an investment relative to the investment's cost.
b.	Information quality	b. The information system is assessed in terms of accuracy of output, promptness of output, precision of output, reliability of output, arrival of output, output completions, and output format
a.	ROI	c. It is a useful tool for performing retrospective analyses of the characteristics of internal communication. With the help of this model we can obtain several interpretations of the characteristics of project communications which help improve the communication process and also the project management process.
c.	Internal Communication Analysis Model	d. The information system is assessed in terms of response time, accessibility, realization of user's demands, correction of mistakes, model and data safety, system documentation and procedures, system flexibility and system compatibility.

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 will be working in this project in every case study assessment throughout this course. The project involves the landscaping of a new eco-resort. The company has hired you on the basis of your ability to analyse project methodology, not on your knowledge of the nature of the landscaping work they perform.

At this stage of the project the project charter and project plan have already been developed. You have been assigned to examine the project plan before the project launches in three months' time. In particular you have been asked the following questions which you will need to provide answers for upon examination of the project charter and the project plan.

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

[Project Charter version 1 \(.pdf\)](#)

[Project Plan version 1 \(.pdf\)](#)

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

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

[Project Network Diagram](#)

(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 all personnel (name, title / designation, and company) who are required to sign off on the Project Plan before the project is endorsed for commencement.

Discuss why each personnel you listed are required to sign off on the Project Plan. Do not exceed fifty (50) words for each discussion.

Personnel	Title / Designation, Company	Discussion
Susan Wills	Program Manager – Massive Eco-Development Corporation	Susan is the Program Manager from the project sponsor (Massive Eco-Development Corporation) and has the final say on the project. Susan will be required to sign off on project contracts and other documentation.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Stephen works for Cascade Peak Shire Council who is the regulatory body for the project. Stephen is required to sign off to ensure the project is complying to the council specifications and standards.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate is the PM from Timber Home Constructions, who has partnered with Massive Eco-Development Corporation on the project and is responsible for the construction of the timber chalets. Sign off is required from Kate as she forms part of the key stakeholders.
Kim Nguyen	Director – Awesome Landscapes Pty Ltd	Kim is the Director of Awesome Landscapes, who are the project management and landscaping organisation on the project. Awesome Landscapes is a key stakeholder and oversees delivery of the project.
Sam Ng	Project Manager – Awesome Landscapes Pty Ltd	Sam is the PM from Awesome Landscapes and is the conduit between all the stakeholders. Sam is responsible for providing communication with all the stakeholders and ensuring the project is delivered successfully.

2. Review the Project Plan.

- a. Does the Project Plan show evidence that the project has been appropriately approved for commencement?
- b. Does the Project Plan show evidence that it has been distributed to all stakeholders who are required to have a copy?

Guidance:

If it has been approved and distributed, indicate which section(s) or page(s) in the Project Plan indicate so. If not, explain what needs to be done to have the project approved for commencement.

- a. The Project Plan does show evidence that the project has been approved for commencement, as per the Authorisation section on page 6. The 'approved' check box has been ticked in the Approval section on this page. Additionally, the sign off section has been signed by all stakeholders, which in turn, results in the Project Plan becoming valid.
- b. The Project Plan does show evidence that its has been distributed to all the required stakeholders, as per the Distribution List on page 1. This list has also been signed by all stakeholders, indicating the initial release was distributed to them.

3. How will the Project Outcomes be reported?

Project Outcomes will be reported during weekly meetings, as well as reported quarterly with the use of the 'Project Status Report Template', seen on page 127 and 128 of the Project Plan. At completion, the outcomes will be reported with the 'Project Completion Report Template', seen on pages 132 – 136 of the Project Plan.

4. List all personnel (name, title/designation, company) who must have a copy of the Project Progress Reports.

Discuss why each personnel you listed must have a copy of the Project Progress . Do not exceed fifty (50) words for each discussion.

Personnel	Title / Designation, Company	Discussion
Susan Wills	Program Manager – Massive Eco-Development Corporation	Susan is from the project sponsor for the project and is required to understand the progress of the project regularly. Susan has the final say and progress reports would provide her with confidence in the project team and the project management methodology.
Robert Hinson	Project Manager – Massive Eco-Development Corporation	Being the PM of the project sponsor, Robert should receive progress reports as he must always know the status of the project and would provide both positive or negative feedback to the project team if the project was or wasn't performing to its planned schedule.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Stephen works for the Council and is required to receive the project progress reports in order to understand and allocate any required inspections to ensure the project is built to Councils requirements. The progress report would ensure Stephen has plenty of notice for inspections.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate shall receive the project progress reports as she will need to understand the status of the works in order to schedule her works in to build the timber chalets for the project. Liaison is required as Awesome Landscapes and Timber Home Construction have a large interface.
Kim Nguyen	Director – Awesome Landscapes Pty Ltd	Kim, as the director of Awesome Landscapes is required to receive the progress reports in order to understand the status of the project. Kim will be able to allocate resources accordingly in order to allow the project to be completed on time and within budget.

Sam Ng	Project Manager – Awesome Landscapes Pty Ltd	Sam will be the person in charge of providing the project progress reports to all key stakeholders. Sam would review the progress reports and assess the schedule and targeted completion date and allocate resources/ forecast costs accordingly. Extension of Time claims can also be provided during the progress report review.
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5. At which stage of the project life cycle is the project?

Assume the current date is 7 May 20xx, where 20xx is the current year.

☐	a. Scoping
☒	b. Planning
☐	c. Monitoring
☐	d. Implementation
☐	e. Closing

6. Discuss how Massive Eco-development Corporation is going to maintain effective integration between the three projects?

Your discussion must be 100 – 200 words in length.

Guidance: Why have the three projects been planned separately rather than being integrated into one single project? Discuss factors that ensure the effective running of the three projects running together as separate projects.

Effective integration is crucial between the three projects in order to meet the clients expectations, these three projects include the Cascade Peak Chalets Landscaping Project, Cascade Peak Chalets Building Project and the a third project, yet to be named, to brand the resort, erect signage and promote to the local/ international tour companies.

These three projects have been planned separately as they require expertise in their own respective fields, which various stakeholders are providing (through three different project managers). They have also been chosen to be run separately as the duration, start date, criticality and overall scope differ, i.e. the projects do not have the same program/ schedule dates.

To ensure the three projects are undertaken effectively, collaboration is required from all three project managers. Consultations and discussions will be undertaken

on a day to day basis with informal methods (i.e. phone calls, emails), however, weekly meetings will also be held to liaise with all parties involved. During these meetings, the program and schedule of works between the three projects will be discussed and any concerns/issues addressed and resolved.

7. In your own words, discuss each of the following processes involved in the Closing Stage of the project.

Do not exceed 150 words for each discussion.

Payment of Remaining Invoices	This is a highly important process which is critical to Awesome Landscapes as a whole, as it has direct impact on the overall result of the project, i.e. if the project made or lost profit. During this process, all the remaining invoices for any subcontractors, suppliers or labour hire companies are processed and paid (as per what they are due). Additionally, Awesome Landscapes invoices to the client are also investigated, and the project manager will ensure they are paid (by the client). Once the remaining invoices are finalised, the project can be assessed to determine the overall financial position.
Project Closure Meeting Documentation	This phase includes the project team putting together the project closure documentation. Any red line mark ups, adjustments from the IFC plans, variations, RFIs or the like will be summarised in a package ready for closure. Additionally, all quality assurance items such as test results, lot plans, NCR's and ITPs will be finalised ready for the project closure. The Awesome Landscapes team will also complete the 'Project Completion Report', which analyses the project in terms of the scope, the time/ program, cost, quality, human resources, communications, procurement, risk and project integration.
Pre-meeting Audit	The pre-meeting audit process is one which Awesome Landscapes will undergo prior to the final project meeting. This audit will be undertaken to ensure the project is entirely ready for the final project meeting. A team walkthrough will be undertaken, and any defective or poor-quality work will be noted. The findings from the audit will be assessed by the team, lead by the project manager, and rectification of any defects will be undertaken. During this process, a final review of the project closure documentation will also be undertaken to ensure compliance. Once the rectification items are completed and the documentation is adequate, the final project meeting can be held.

Final Project Meeting	This final project meeting process will be undertaken with the client and appropriate stakeholders, to review the project in its entirety and assess full project compliance. The objective of this meeting is to obtain approval of the works scope. Whilst this final project meeting is held, this will be documented with the use of the 'Formal Acceptance and Closure' form. This form is used to formally document the approval/ acceptance of the works. A statement of formal assessment will be undertaken and signed by the client members. Additionally, relevant stakeholders will also be notified of the signed form to keep all parties up to date.
Final Project Invoice	After the final project meeting has been held and all items are accepted/ approved, the final project invoice can be claimed to the client. In this, it will include any payable rectification items to ensure all works are captured. Final close out of the last invoice will include a full review of the Bill of Quantities to finalise and tidy up any outstanding/ unclaimed items throughout the project. Upon approval of the final claim, the final project invoice will be processed by the client which will finalise the project from a financial perspective. Awesome Landscapes project manager can then report back to the director and advise of the overall project gain or loss.
Project Archival	This process will be the very last process of the overall project. All documentation, both soft and hard copy, will be archived under the Awesome Landscapes procedures, i.e. hard copy documentation to be held of a certain number of years and soft copy's to be archived in the appropriate locations on the server/ computer. Additionally, during the archiving process, the Awesome Landscapes team will utilise the 'Project Archives Checklist' in order to organise and file the project in a neat manner. Archiving projects is beneficial for both the company and the team in order to utilise the documents as a lesson's learnt tool.

8. How will the project be monitored?

During the project, it will be monitoring to ensure compliance to the program schedule, the budget, quality and safety/ environmental targets. The program will be monitored with weekly status updates where the plan will be altered to bring the project back on track, if required. The budget will be monitored by understanding the budgets and outlining any potential scope changes/ variations. The quality of the project will be monitored with the use of quality documentation, such as, standards, specs, drawings, ITPs, lots and test records. Lastly, the safety and environmental targets will be monitored with the review of incidents frequency/ severity.

Upon completion of the project, the completed product will be monitored during the on-maintenance phase, until the project goes off maintenance. Monitoring in this phase will be done with regular walkthroughs of the project and scheduled maintenance, where required. During the on-maintenance phase, if works undertaken by Awesome Landscapes fails or becomes ineffective, Awesome Landscapes will ensure rectification is undertaken to the correct standards.

9. Review the objectives of the project.

- a. Do the objectives of the project align with the business objectives of Awesome Landscapes? Explain your reasoning.
- b. Do the objectives of the project align with business objectives of project sponsor organisation? Explain your reasoning.

Each discussion must be between 50 – 150 words.

- a. The objectives of the project do align with the business objectives of Awesome Landscapes.

Some of the key objectives of the project include completing the full planting/ landscaping in such a way that the resort blends in perfectly with the natural forest and to ensure the forest flora and fauna is minimally impacted by the construction project.

These objectives align directly with the business objectives of Awesome Landscapes, such as making Cascade Peak region ecologically friendly using native landscaping that blend in well with the natural setting and completing projects with the highest level possible of environmental friendliness.

- b. The objectives of the project do align with the objectives of the project sponsor organisation.

As mentioned in part (a), key objectives of the project include completing the landscaping to ensure it blends in with the natural forest and to ensure minimal impact to the natural forest flora and fauna.

Again, these objectives align directly with the objectives outlined by the project sponsor in the Project Charter document. The purpose of the project has been outlined as providing a stay closer to the mountain and experience its natural beauty in a minimal impact setting. The sponsor has also outlined that they require landscaping services which blend the resort in perfectly with the natural surroundings with a minimal impact to the natural ecosystems.

10. Sam has a gut feeling there will be some changes to the project once it commences. A rumour is spreading that there are going to be some additional chalets built requiring the construction of three more retaining walls than what appears in the project plan. He has specifically asked if he can approve and sign off on the extra construction himself knowing there is quite a big contingency budget to the project.

Explain the procedure Sam would follow regarding the construction of the three additional retaining walls.

Your discussion must not exceed 500 words.

Guidance

Answer Sam's question by providing in your own words a specific procedure for the approval of the construction of three additional retaining walls. When mentioning any people in the procedure, list them by name and job title.

Firstly, Sam Ng (Project Manager), should consult the sponsor, Susan Wills (Program Manager) formally, through the weekly meetings for example, in order to confirm the requirements of the three new retaining walls. Once the requirements have been confirmed and a plan/ drawing provided, outlining the details (lengths, heights, types, etc), Sam Ng (Project Manager) will assess and determine the next steps in seeking approval.

Furthermore, once the drawing is confirmed, Sam Ng (Project Manager), shall confirm if these works constitute a variation to the contract or whether the retaining walls are a provisional quantity which can be claimed through the existing bill of quantities (an increase to the previous quantity). This would be done through internal review of the estimate documents and consultation with the client, Susan Wills (Program Manager). Sam Ng (Project Manager) would also advise Susan Wills (Program Manager) that approval will be required from Awesome Landscape's upper management prior to completing the works on the additional retaining walls.

Sam Ng (Project Manager) would then review the tender documents to understand the exact extents of the retaining walls as they were priced at the tender stage. This exercise would be done to determine the exact quantity increase. Once the quantity is confirmed, Sam Ng (Project Manager), will need to determine the exact dollar value of the additional three retaining walls.

When the total cost increase is determined, Sam Ng (Project Manager) would then consult Kim Nguyen (Director) and provide a summary report of the additional scope of works with a request for approval. Sam Ng (Project Manager) would also request the approval to sign off on the extra works and cover the costs using a portion of the contingency budget on the project. Kim Nguyen (Director) would then review the proposal and confirm acceptance or rejection of the proposal. Kim Nguyen

(Director) may choose to utilise the contingency budget, meaning no extra costs to the client, to build a stronger relationship with Massive Eco-Development Corporation or see it as an opportunity for further profit for Awesome Landscapes and claim the works under a variation.

Once confirmed, Sam Ng (Project Manager) would then provide the response to Susan Wills (Program Manager) formally. If approval has been provided, the three additional retaining walls will then be planned/ added to the schedule and built as per the requirements of Susan Wills (Program Manager).

WORKBOOK CHECKLIST

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

- ☒ **Written Questions**
- ☒ **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