



**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

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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 : BENJAMIN
DICKSON

Signature:

 Date: 11/5/20.

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.

Refinement of the Design process.

Procurement

Supply Chain

Construction process

Handover of completed works.

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 phases (more commonly known as iterations) repeat one or more project activities as the project team's understanding of the product increases.
C	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
B	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	A document, which is precise, brief and illustrates or defines what the projects intentions are and how it will be executed. It also describes the cost and the quality or the end result of the project. This document reflects the stakeholders needs and expectations.
Project Plan	Outlines details of the project such as start/finish date, cost, quality and key stages of the project from administrative, development, construction and delivery. It acts as a reference point for all aspects of the project. This plan remains a "live" document which can be subject to change as required.

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

Communication media	Discussion
Email	A subcontractor is required to commence works on site by a specific date. An email is sent by the foreman to the subcontractor to discuss, when they are required, materials that maybe needed, certain obstacles which may arise etc. This acts as a formal and accountable method of communication.
Phone	A subcontractor requires information from the site foreman in regards to an issue on site. Rather then sending an email which has the potential of not being read, the subcontractor calls the foreman and can receive the information required in a quick and efficient manner.
Face to Face Meetings	A Project Team Meeting is conducted on a weekly basis. This is a Face to Face Meeting. This meeting addresses individual team members concerns, ideas, views and input in regards to the project. It allows the project team to be on the "same page".

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	A subcontractor is awarded a contract for works on a project. The subcontractor is required to attend a Subcontractor StartUp Meeting or Prestart Meeting. This is conducted face to face using verbal communication so that planning, programmes, workforce requirements etc can be discussed in a clear concise manner.
Non-verbal communication	A subcontractor is using a vibrator to vibrate a concrete pour. The foreman requires the subcontractor to stop. The foreman shakes his hands to gain eye contact. once eye contact has been engaged the foreman places his hand up referencing to "STOP". The subcontractor stops the vibrator.
Written communication	A subcontractor has successfully tendered on the project. The site administrator sends written communication in the form of an email of the successful tender. Contracts are sent electronically(email) as well a hardcopy by mail.

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	Is a system which can used used to automatically and efficiently collate various forms of information important to the construction process. This can be a very time consuming process if it was to be done manually. Large amount of information can be stored using this system. An example of this Microsoft Project.
Web-based PMIS	Is a system which allows all members of the project from stakeholders, contractors project management etc to access information relevant to the project regardless of their location. Members do not have to be onsite to access pertinent project related information. An example of this is Aconex.

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	Project Sponsor(Stakeholder)-Client who the project will impact on due to being the developer and their financial investment and interest in the project.
Stephen Lyons	Planning Manager-Cascade Peak Shire Council	Regulatory Body(Stakeholder)-The organisation who will be required to provide approvals, conduct audits and inspections. Due to the project occurring in an environmentally sensitive area, their input will be required.
Kate Chan	Project Manager-Timber Home Construction Ltd	Project Sponsor-Client(Stakeholder) as Timber Home Construction LTD have recently partnered with Massive Eco Development Corporation. They also act as a Project manager as they are the organisation responsible for constructing the challets.
Kim Nguyen	Director-Awesome Landscapes Pty Ltd	Senior Executive(Stakeholder)-Project Manager Sam Ng is the direct supervisor of the Project Manager and will report any issues, progress etc directly to Kim Nquyen. If required the Director will liase with the Project Sponsors and the Regulatory Body.

Sam Ng	Project Manager-Awesome Landscapes Pty Ltd	Project Manager(Stakeholder)-Responsible for interaction and communication with all the above stakeholders. Project Manager ensures the project is delivered on time, at the cost agreed and to the quality standard required.
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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 displays evidence that the project has been appropriately approved for commencement. An example of this is shown on page 6 of 141 titled Authorisation. The approval box has been ticked and members of the steering committee have completed the Sign Off section. By signing off this section the project sponsors Susan Wills(Program Manager-Massive Eco Development Corporation) and Kate Chan(Project Manager-Timber Home Constructions Ltd) are committing themselves to pay for the project.
- b. The Project Plan shows evidence that it has been distributed to all stakeholders who are required to have a copy. An example is shown on page 1 of 141 titled Document Management, Distribution List. This section also states "The project plan must be distributed to all members of the project steering committee", then the following table is signed and dated by all 6 stakeholders who form the steering committee.

3. How will the Project Outcomes be reported?

Project outcomes and reports need to be created by the Project Manager as referenced on page 12 of 141. titled 1.4 Performance Reporting. It states "To ensure the steering committee is kept informed of the progress of the project, reports need to be created by the project manager". To assist the project manager in reporting outcomes "Appendix 39-Project Status Report Template" is to be utilised.

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
Sam Ng	Project Manager-Awesome Landscapes Pty Ltd	Member of the project steering committee-It is Sams's responsibility for the creation and reporting of the Project Progress Report.
Susan Wills	Programme Manager-Massive Eco-Development Corporation	Member of the project steering committee- Susan is required to sign off all reports before being distributed to all members of the project steering committee. Susan's company has a financial interest in the project as the project sponsor.
Robert Hinson	Project Manager-Massive Eco-Development Corporation	Member of the project steering committee-Robert's company has a financial interest in the project as the project sponsor.
Stephen Lyons	Planning Manager-Cascade peak Shire Council	Member of the project steering committee- Stephen must receive a copy so he is aware of what stage the project is at. This can influence when approvals, audits etc can be conducted and obtained.
Kate Chan	Project Manager-Timber Home Constructions Ltd	Member of the project steering committee-Kate must receive a copy so she is informed of the progress of the project, as they are the organisation responsible for constructing the chalets.

Kim Nguyen	Director-Awesome Landscape Pty Ltd	Member of the project steering committee and a Senior executive of Awesome Landscape Pty Ltd. Kym is the director of the company that has been engaged to project manage, administer and landscape the project.
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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.

Massive Eco-development Corporation has decided to execute the project into to three individual projects. The three individual projects have been split into landscaping, construction, and marketing. This ensures that each project is delivered by the most qualified team who specialises or is an expert in that particular field.

It is essential that each project team is aware of what each other is doing for all the projects to be delivered on time, within budget, maintain quality desired etc. This integration is outlined within the Project Plan so there is a clear understanding of who is responsible for the delivery of what project. Progress reports are also conducted on a regular basis and distributed to all key stakeholders so that each project team is aware of the progress of other respective teams. This is an essential aspect of the integration due to each project team having the ability to affect the progress of their peers/other project teams.

Appendix 12 Organisational Chart has also been developed to ensure that a concise communication pathway has been developed. This ensures there is no confusion as to who, has to report what, to whom.

The three Project Managers must establish and maintain effective relationships based on good communication, and this must be established and maintain throughout the duration of the project. By achieving this successfully it will ensure

the project is delivered on time, within budget and to the quality that the sponsor has requested.

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	Throughout the duration of the project suppliers and contractors require payment for works completed or products supplied. The payment schedule throughout the project for suppliers and contractors was outlined within the Project Plan page 24 of 141 under the title 4.6 Cash Flow. This is in effect for the duration of the project. Upon completion of the final phase, the system of project closure must be implemented. One aspect of the project closure is the payment of remaining invoices. Awesome Landscapes details this process in the Project Plan on page 12 of 141 titled 1.5 Project Closure. point 1. It details that if any outstanding invoices remain upon completion of phase 3, then they are to be settled/paid to suppliers and/or contractors before the prep of the project closure documents. This also enables financial clarity for the completion of the project.
Project Closure Meeting Documentation	Project Closure Meeting Documentation is conducted by the compiling a project completion report. A sample report can be found within the Project Plan Appendix 42 page 132 of 141. Incorporated within this report is an analysis of the project. Subheadings within the analysis are scope, time, cost, quality, human resources, communications, procurement, risk and project integration. These sub headings are further broken down into process review, lesson learned and recommendations. This report encapsulates many facets of the project and allows for positive and negative feedback. This information can be utilised by many stakeholders, subcontractors, suppliers etc to ensure future works can be managed more efficiently and productive. Further processes which must occur is the updating of the project plan, project archives checklist must be complete and formal acceptance and closure must be signed and completed.

Pre-meeting Audit	The documentation and process discussed previously within the Project Closure Meeting Documentation are reviewed and evaluated by an independent project auditor. An independent auditor is used to prevent a conflict of interests, they remain impartial and ensures the integrity of the audit. This remains in the best interest for all stakeholders.
Final Project Meeting	The final project meeting consists of all members of the steering committee. All members of the steering committee are given a copy of the following documents: 1) Project Completion Report. 2) Final version of the project plan 3) Project Archives Checklist 4) Formal Acceptance and Closure. All documents are reviewed and discussion are conducted reviewing what aspects were "done well" and what aspects could use further improvement. This is commonly referred to as lessons learned. As stated on page 13 of 141 within the Project Plan a template is to be used for formal acceptance of the project which can be found in Appendix 43.
Final Project Invoice	This is the final invoice submitted to the Project Sponsor once the project has been successfully delivered. This is the final contractual payment.

Project Archival	Project Archiving commences upon final payment of the final contract payment. A project archive checklist is found in Appendix 44 as stated on page 14 of 144 within the Project Plan. Archiving normally consists of the retention hard copy files and electronic. Archiving can provide evidence or explanation if required in the future.
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8. How will the project be monitored?

The project will be monitored by an auditing process. This consists of internal and external audits. Internal quality audits will be conducted by the project manager and project assistant of Awesome landscapes and they are conducted during the middle of each month. Internal audits will also be conducted at the completion of each phase.

External audits will be conducted by Council building inspectors. These audits are to be conducted at the start of each month.

Results of these audits are tabled within the Project Progress Report.

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 from Awesome landscapes. As stated in their vision statement "make Cascade Peak region ecologically friendly through practical landscaping solutions using local native vegetation and landscaping that blend in well with a natural setting." This aligns with Key Project Objectives point 5 "Complete the planting and landscaping to ensure the resort blends in perfectly with the natural forest. Point 6 also states "Ensure forest flora and fauna is minimally impacted by the construction process."
- b. The objectives of the project do align with the business objectives of Massive Eco-developments. It is referenced in Massive Eco-developments business background that they have experience in delivering projects (eco lodges) in ecological sensitive areas that have a strong tourism demand. Therefore the new development will provide eco lodges in the Cascade Peak region which has an increase in tourism, which is stated within the Project Plan Rationale.

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.

First and foremost, the changes must be confirmed and not just be a "gut feeling".

Sam first must develop a change request, which the content of the change request would be discussed with Sam Ng Project Manager Awesome Landscaping and Susan Wills Program Manager Massive Eco-Developments.

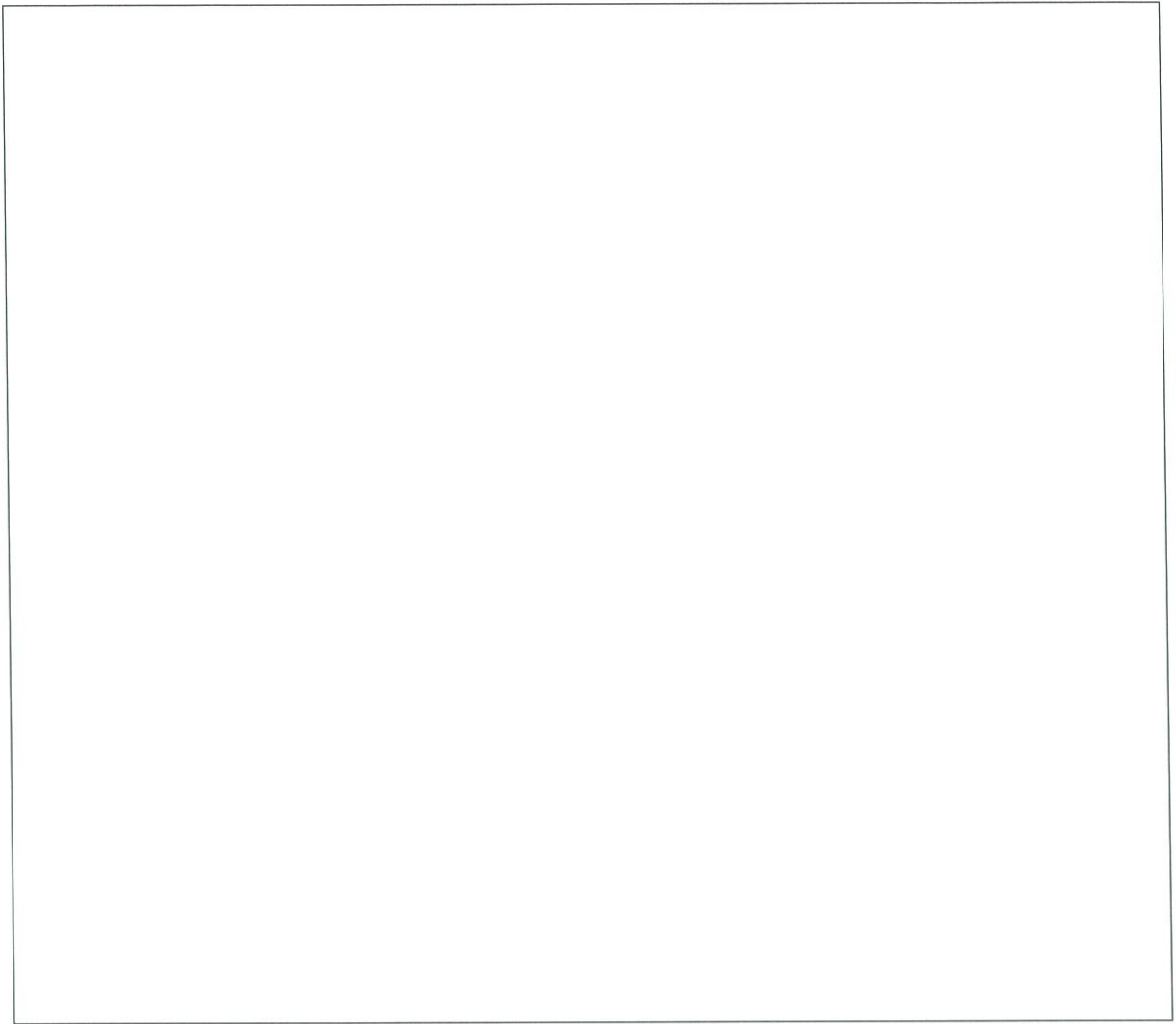
A draft of this request would be submitted to Stephen Lyons Planning Manager Cascade Peak Shire Council who would review the changes and advise if new council approval is required for the additional retaining walls, or they could be constructed using the existing approvals. If additional approval is required, then Susan Wills Program Manager Massive Eco-Developments will commence the application process.

Once council has approved Sam Ng Project Manager Awesome Landscaping will modify the project plan, and other project documentation to reflect the changes/additions.

A face to face meeting will be conducted with Susan Wills Program Manager Massive Eco-Developments, Stephen Lyons Planning Manager Cascade Peak Shire Council, Kate Chan Project Manager Timber Home Construction, Kim Ngyuen Director Awesome Landscaping, Sam Ng Project Manager Awesome Landscaping and any other stakeholders directly impacted by the change in attendance.

Once the change is accepted, it is signed off by Susan Wills Program Manager Massive Eco-Developments, Stephen Lyons Planning Manager Cascade Peak Shire Council and Kim Ngyuen Director Awesome Landscaping.

Changes will be communicated by Sam Ng Project Manager Awesome Landscaping.



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