



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
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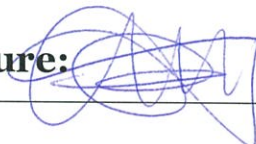
Please read the Candidate Declaration below and if you agree to the terms of the declaration sign and date in the space provided.

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 :Christine Marcek

Signature:



Date: 18/5/20

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.

During the Implementation Stage of a civil construction project, management plans are utilised to commence delivery of the project. The Implementation Stage requires frequent communication and incorporates Monitoring to ensure the project is meeting deliverables. This includes adherence to the milestones identified in the critical path, as well as other metrics such as safety, quality and environmental project objectives and requirements that have been agreed.

During this Stage, the Project Manager is required to manage factors such as the project scope (which can change), time i.e. task sequencing and deadlines, budget and procurement. The Project Manager also needs to be across HR needs and ensure appropriate communication is used both internally and externally to meet and manage stakeholder expectations.

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 / The project scope, time and cost are determined as early in the project lifecycle as practically possible.	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	This is a short, high level overview produced during the scoping stage for key stakeholder. It provides a summary covering what will be delivered, the timeframe, the cost and the quality. It formally authorises the project and ensures everyone is on the same page.
Project Plan	This is a very detailed document which further expands on the objectives in the charter and is also formally approved. It covers the who, what, when, where and why and can be presented in different formats; a good plan will be lengthy and will take time to prepare.

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
Internet Portal	Good for documents that require collaboration by multiple people, including from different locations. Great for remote team collaboration. Often used to store system documentation e.g. forms etc.
Letter	Ideal for formal communications such as contracts, advice of variation or reports such as monthly or regarding incidents, or letters where an official message needs to be communicated. Traditionally sent in hardcopy, recent times have seen a trend towards letters/reports being issued softcopy PDF via email as part of sustainability.
Phone	(Call & text) Useful for ad hoc conversations, or to verify/clarify something received in writing. Easier to explain complex concepts and gain understanding between two parties. Potential for miscommunication to occur, or key points on the conversation to be forgotten, especially if the conversation goes on for a long time. Able to communicate both with words and tone to express message.

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 used constantly - effective verbal communication can be used to persuade, influence and negotiate between individuals and groups. E.g. regarding allocation of resources - two groups require the only excavator seemingly at the same time. A verbal conversation might be held to query the specific needs of each group and either share resource or identify additional excavator is required.
Non-verbal communication	Non-verbal supplements the verbal and comprises body language. In the above resourcing conversation a calm person might be standing relatively still and relaxed, whereas a stressed person may gesture wildly, pull their hair etc. Facial expressions convey feelings that words may not.
Written communication	There are many forms of written communication on a project, from the plan to daily documents like SWMS / JHA and supervisor Daily Diary, emails, letters and contracts. In the above example, if additional excavator was required there may be an email from the super to the PM requesting authorisation to hire additional machine, emails to the supplier requesting same, and contracts to verify terms of the hire.

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	To easily store large amounts of information that can be accessed, prioritised and summarised, far surpasses manual methods. For example, a computer based project schedule can track the progress of the project and be quickly updated to reflect changes in scope, progression or any issues.
Web Based PMIS	Utilisation of web based PMIS is extremely helpful where project teams are spread out or at different locations - this could be internationally/interstate just or on a project that runs over many kilometres.

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	Representing Massive Eco-Development Corporation who is funding the project, Susan is signing off on the plan to ensure the needs of the corporation are met.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Stephen signs off to ensure any stipulations required by the council are included within the plan thus ensuring the project will be compliant with council regulations, in particular regarding environmentally sensitive areas.
Kate Chan	Project Manager - Timber Home Construction Ltd	Awesome Landscapes scope of works impacts and is impacted by the Cascade Peak Chalets Building Project, managed by Kate. Kate's signoff of the plan ensures that where the two projects interact there are no conflicts that would impact on the successful completion of both projects.
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	As Director of Awesome Landscapes, Kim is responsible for ensuring that all projects fit in with company objectives; this includes organisational factors such as profit margin and resource allocation. Kim's signoff signifies the project will not be to the detriment of the company as a whole.

Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	Sam is responsible for the management of the project on Awesome Landscapes behalf. As such, he is primarily responsible for ensuring that all requirements under the plan are met; therefore he needs to signoff his agreement to meet these requirements.
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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. Yes - refer Page 6 - Authorisation: Recommendation, Approval & Sign off - The recommendation notes project approval, the Approval section box for approval is ticked, and the sign off includes signatures from all required parties.
- b. Yes - Refer Page 1 - Document Management: Distribution List. This section has been completed by all involved parties with signature and date noted.

3. How will the Project Outcomes be reported?

Project outcomes will be informed to the Steering Committee via performance reporting as per section 1.4 Performance Reporting. This includes progress reports which will occur in the event of a change request or every three months, whichever comes first. Also supporting documentation / reports such as updated project plan and Gantt chart as well as a lessons learnt session and a final report at the end of the project. All reports require signoff by the project sponsor before they are distributed to the steering committee members.

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	Being responsible for the overall performance of Massive Eco-Development Corporation, a member of the steering committee and also for signoff of project finalisation, Susan needs to maintain awareness of project performance and progress to be able to undertake these tasks with adequate knowledge.
Robert Hinson	Project Manager - Massive Eco-Development Corporation	While, per section 1.2 of the plan, there is no liaison required between the marketing and landscaping projects, as a member of the steering committee and project manager for the marketing project, Robert needs to be kept abreast of the landscaping project progress.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	As representative of the council and steering committee Stephen is, as per Appendix 13, required to signoff all project phases to ensure project activities are done in accordance with council requirements.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate is a member of the steering committee and Project Manager for Cascades Peak Chalets Building project so needs to be across the project progress to ensure there are nil issues that will affect her programme, or if there are, be aware and able to make changes to mitigate impact.

Kim Nguyen	Director - Awesome Landscapes Pty Ltd	As Director of Awesome Landscapes, member of the steering committee and accountable for the finalisation project phase, Kim must be across project progress to ensure project is on track, to be able to step in if any issues and understand any impacts that may affect the project or wider organisation.
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	As Project Manager, steering committee member and accountable for project phases 1, 2 & 3, Sam is required to prepare the progress reports and needs to ensure a copy is kept for archiving purposes.

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.

The three projects have been planned separately as each will have their own project manager who will collaborate with the other project managers as required. In addition, Phase 1: Pre-building is required to be undertaken prior to the projects for building construction and marketing commence.

There are a range of controls in place to ensure effective running of the three projects, these include planned communication strategy as outlined in Appendix 20 - Communications Plan Template and Appendix 21 Communications Requirements Analysis Worksheet. An example of the implementation of communication requirements impacting effective running of the three projects is noted in Section 1.3 Change Control which ensures any alterations to planned work is communicated to and understood by all involved stakeholders. This enables any changes to be reviewed and amendments made to any of the three projects that are impacted.

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	The requirement for payment of remaining invoices is outlined in section 1.5 Project Closure, sub-section 1, which basically is to ensure that all outstanding funds needing to be paid to suppliers and subcontractors are paid in full. This has to be done before the project closure documentation is prepared, and will allow the final project profit margin to be calculated. The payments to suppliers and subcontractors impact on the project cash flow, as noted in section 4.6. the cashflow for the project has been planned in line with the planned progress payments in order to be able to accommodate the various phase procurement and contractor costs. Potential issues that may affect this schedule, along with project risks, have been identified in sections 8.3 and 8.4 respectively.
Project Closure Meeting Documentation	During the project closure meeting, there is a range of documentation that must be provided for review by the attendees. Per section 1.5 Project Closure, subsection 2 this includes the project results, the lessons learnt and an audit report. This documentation is required in order for the project to be adequately evaluated to establish performance of the project against the set project objectives (e.g. this may impact on a project bonus scheme, if one were to exist) and to review relevant lessons learnt (which prevents repeat mistakes being made on future projects, thus reducing overall project risk and potentially increasing profit margin by reducing costs).

Pre-meeting Audit	Prior to the Final Project Meeting, certain documentation (as identified in sections 1.5.1 & 1.5.2 regarding invoice payment, project reports, lessons learnt and audits) is required to be evaluated by an independent auditor. This requirement provides an unbiased review of the documentation and ensures accuracy of information, which in turn provides a level of confidence to the steering committee members, in particular the client Massice Eco-developments Corporation represented by Susan Wills. This confidence assists in a smooth handover process which is important for maintaining good working relationships, especially as Awesome Landscaping is keen to undertake future projects with this client.
Final Project Meeting	At the Final Project Meeting as outlined in section 1.5.4, attendance is required by all of the steering committee members. The Pre-Meeting Audit provides verification of the accuracy of the documentation provided, which is a requirement at commencement of the meeting. The next section of the meeting covers lessons learnt, which as noted above, provides valuable information which has the ultimate potential of improving the bottom line of future projects. This could translate into lower tender pricing increasing likelihood of securing future work or improved profit margin. The Final Meeting incorporates the Handover to the Client process as outlined in section 2.4. Once the required documentation as outlined in section 1.5.4 is signed off by relevant signatories (in the required template format per Appendix 43), the steering committee members are able to take a copy of the documentation for archiving within their own companies.
Final Project Invoice	The Final Project Invoice requirements are outlined in section 1.5.5 and are dependent upon all final project documentation being successfully delivered. Once this has occurred, Awesome Landscapes can request the final contract payment to be made. Per section 4.5 Source of Funds, this is the fourth and final payment and comprises 10% of the total project value. Per the project plan, this is scheduled to occur on 29 April 2017, however this is dependent upon there being nil major impacts/delays to the project completion schedule.

Project Archival	The final step in closing out a project is to archive all required documentation. Project / legislative requirements can impact the duration documents are required to be kept for. It is important that all relevant documentation is correctly and accurately archived e.g. in case of external auditing or legal action, where specific document/s may form part of a company's formal response. For Awesome Landscapes, section 1.5.4 of the project plan outlines the specific archiving requirements that can occur once the final contract payment has been made. This includes archiving in both hard and electronic copies and use of the project archive checklist as found in Appendix 44.
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8. How will the project be monitored?

As noted in the Project Charter, there are a number of communication and reporting obligations that must occur during the project which form part of the monitoring process such as communication via urgent informal correspondence, weekly meeting and issue of reports every quarter or with any change request.

The project plan goes into these obligations in more detail, with section 1.3 covering change control, 1.4 auditing (both internal and external) and 1.4 Performance Reporting. These communications and review/evaluation actions enable the project manager, as well as the other key stakeholders, to assess how the project is performing.

Factors that can be identified through good monitoring practices are things like scope variation, budget blow outs, quality issues such as re-works and timing conflicts between interlinked subcontractors or other projects. If the project is performing well monitoring shows a positive outcome, if not it enables key stakeholders to take action to mitigate any impacts that poor performance may be having both in the current and future phases of the project.

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 project objectives do align with the business objectives of Awesome Landscapes. Key project objectives number 5 & 6 relate to planting and landscaping so the resort blends into the natural forest and ensuring that the forest flora and fauna is minimally impacted by the construction project. This mirrors Awesome Landscaping's Mission and Vision statements which has elements addressing ecologically friendly practices and the use of local native vegetation. In addition, successful completion and implementation of the project has the potential to create more work for Awesome Landscaping if more eco-resorts are constructed.

- b. The objective of the project sponsor organisation as noted in the business background section of the plan is to branch out into the development of eco-resorts, for this one in partnership with Timber Home Construction Ltd. By completing this project Massive Eco-Development Corporation will be able to take away valuable learnings that they can apply to the development of future eco-resorts around the country.

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.

The change control process outlined in section 1.3 lists the steps needed to be undertaken, Sam is not able to sign off on extra construction himself as there is a specific process in place to manage changes:

1. First Sam (as Project Manager for Awesome Landscapes) must complete the Change Request Template provided in Appendix 38 of the project plan. In completing this form, Sam needs to negotiate the details within this template with Susan Wills (Program Manager for Massive Eco-Development Corporation).
2. Once the draft is completed it must be reviewed to see if there are any new council approvals required. The draft is therefore sent to Stephen Lyons (Planning Manager for Cascade Peak Shire Council). Any new council approvals (if needed) will be applied for by Susan Wills (Program Manager for Massive Eco-Development). This can take up to four weeks so should be undertaken as soon as possible.
3. Once any required approvals are obtained, the project plan can be updated to include the changes required. Additional retaining walls is a change of scope that will affect the project plan such as in Appendix 4 - Effort & Duration of Tasks and Appendix 8 - Cashflow, along with a number of others. Consideration will also have to be given to timing as outlined in the Gantt chart and resourcing to ensure required staff are available and the task can be completed within required timeframes, as there is the potential for the building project to be affected if works are not completed within required timeframes.
4. The change request and updated documentation must be reviewed by key stakeholders during a face to face meeting by Susan Wills (Program Manager Massive Eco-Development), Stephen Lyons (Planning Manager Cascade Peak Shire Council), Kate Chan (Project Manager Timber Home Construction), Kim Nguyen

(Director Awesome Landscapes), Sam Ng (Project Manager Awesome Landscapes), and other impacted stakeholders. In this example, J.P. Digging may be involved as they are a key external subcontractor required for the retaining wall construction.

5. If all are in agreement, the change can be signed off by Susan Wills (Program Manager for Massive Eco-Development), Stephen Lyons,(Planning Manager Cascade Peak Shire Council), and Kim Nguyen (Director Awesome Landscapes) and then can be communicated by Sam Ng (Project Manager) and implemented accordingly.

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