

Presentation on Post Graduate Diploma in Project Management



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ACADEMIC TRANSCRIPT



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CI24 English for Academic Purposes 2 - EAP2 (P)

Unit Code	Unit Title	Weeks	Grade
2020 ELICOS Term 1 Path 2			
LNGS41002	English for Academic Purposes 2 – EAP2	10	PN

CV81 Graduate Diploma of Project Management

Unit Code	Unit Title	Credit Points	Grade
2020 HE Term 2			
PPMP20007	Project Management Concepts	6	D
PPMP20008	Initiating and Planning Projects	6	C
PPMP20009	Leading Lean Projects	6	D
PPMP20010	Executing and Closing Projects	6	D
Term GPA: 5.750		Term Total: 24	

2020 HE Term 3

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2020 HE Term 3

BUSN20017	Effective Business Communications	6	P
MGMT20134	Business Ethics and Sustainability	6	C
PPMP20011	Contract and Procurement Management	6	D
Term GPA: 5.000		Term Total: 18	

2021 HE Term 1

PPMP20012	Program and Portfolio Management Information Systems	6	D
Term GPA: 6.000		Term Total: 6	
Cumulative GPA: 5.500		Cumulative Total: 48	

Awards

Conferral Date	Course Code	Award Title
26/07/2021	CV81	Graduate Diploma of Project Management


Vice-Chancellor and President

Issued: 15 October 2021

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 CRICOS Code: 00219C, RTO Code: 40939

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CQUniversity English Language Centre, Sydney Campus

EAP2 Course Results



Name: Muhammad Shafiqul ISLAM

Student Number: 12138190

Date of the course: 24/02/2020 – 15/05/2020

Skills	Weighting	Score
Seminar Discussion	10%	12.5/16
Listening	15%	27/40
Reading	15%	21/30
Research Essay	20%	20/25
In-class Essay	15%	16.5/20
Presentation Test	15%	18/20
Independent Learning	10%	19/20
TOTAL COURSE RESULT:		79.8/100%
Class Attendance		100/100%

Achievement Level
Attained

PN
(Pass)

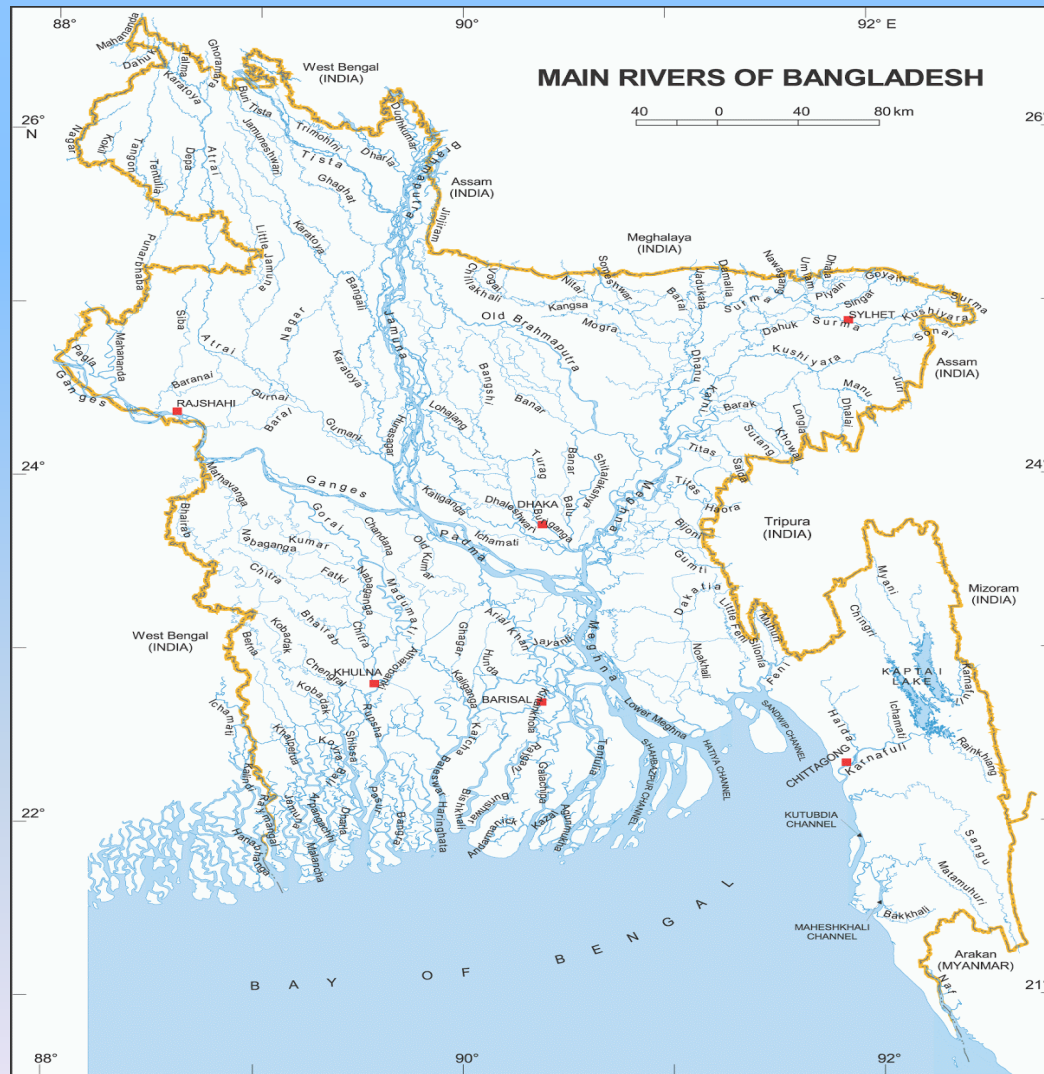
Date: 15 May 2020

Teachers: Tatyana and Svitlana

D. Seixas

.....
Delwyn Seixas, Director of Studies
CQUniversity, 400 Kent Street, Sydney, NSW 2000

Climate Change Impacts and Mitigation Measures : Bangladesh Perspective



Outline

- 1. Introduction**
- 2. Problems (Flooding, Cyclone and Drought)**
- 3. Solutions (Disaster Management, Climate Resilient Infrastructure and Adaptation with nature)**
- 4. Conclusion**
- 5. Reference List**
- 6. Questions and Answers**

Problems: Impacts of Climate Change

- 1. Melting Himalayas Glaciers/Ice Melting**
- 2. Increased Extreme Weather Events**
- 3. Warmer and More Humid Weather**

1.1 Result of Ice Melting : River/Soil Erosion due to flooding in Bangladesh



Source: Local Government Engineering Department, Bangladesh, 2019

1.2 Farmers from Northeastern Bangladesh in trouble as a result of flash flood



Photo courtesy: The Daily Star, 2019

2. Extreme Weather Event Impact : Devastation of Cyclone 'Sidre'



Source: Local Government Engineering Department, Bangladesh, 2019

3. Result of warmer and more humid weather: Drought



Source: Local Government Engineering Department, Bangladesh, 2019

Solutions: Mitigation Measures

- 1. Social Safety with Comprehensive Disaster Management**
- 2. Climate Resilient Infrastructure**
- 3. Low Carbon Development and Adaptive Capacity Development**

1.1 Cyclone Shelter as an example of comprehensive disaster management in Bangladesh



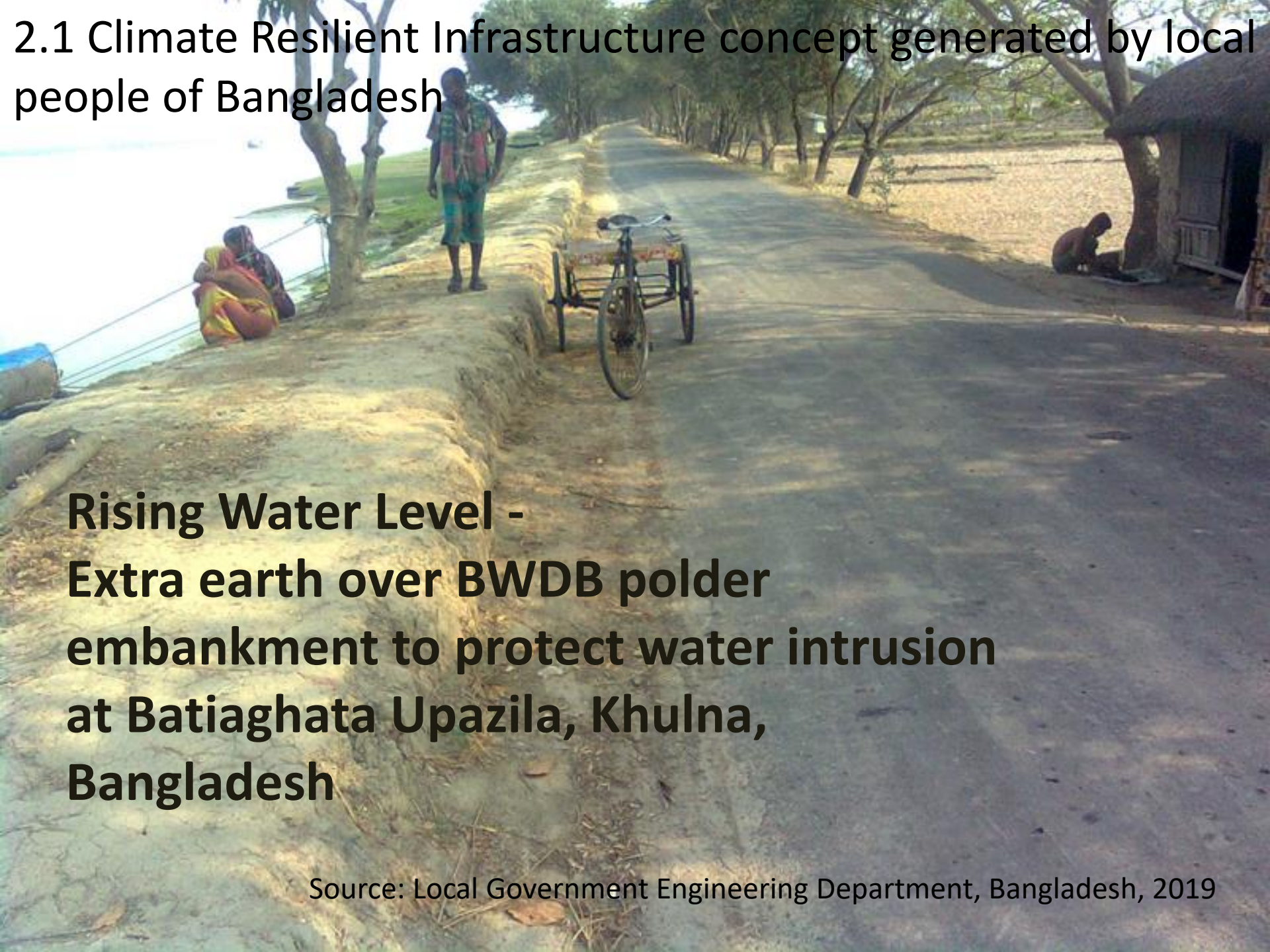
Source: Local Government Engineering Department, Bangladesh, 2019

1.2 Early warning and broadcasting climate change related knowledge and information through Community Radios



Source: Local Government Engineering Department, Bangladesh, 2019

2.1 Climate Resilient Infrastructure concept generated by local people of Bangladesh



**Rising Water Level -
Extra earth over BWDB polder
embankment to protect water intrusion
at Batiaghata Upazila, Khulna,
Bangladesh**

Source: Local Government Engineering Department, Bangladesh, 2019

2.2 Village protection through construction of climate resilient infrastructure in Bangladesh



Flood Erosion



Village Protection

Source: Local Government Engineering Department, Bangladesh, 2019

3. Example of adaptation with nature: Change of Livelihood and Land use by Shrimp Culture at Mongla, Bagerhat, Bangladesh



Source: Local Government Engineering Department, Bangladesh, 2019

Reference List

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SYDNEY LIGHT RAIL PROJECT FAILURE

Outline

- Introduction of the project
- Project Context
- Major Issues/Delays
- Control Actions considered to avoid failure
- Conclusion
- References
- Questions

Introduction

- New South Wales (NSW) state government prepared a long term transport master plan to improve the transport network in Sydney through the Public-Private Partnership (PPP) (Wang et al. 2018).
- The major contractors of the project are ACCIONA and AUSGRID. They have a wide experience in the construction of light rail projects.
- The project is divided into four different stages.
- This project provides an access to the light rail which runs four minutes in the peak hours having a capacity to carry 450 passengers equivalent to nine buses (NSW Government, 2015).
- The project was scheduled to complete in March 2019 but it was delayed and pushed the date to May 2020 with at least \$2.1billion cost overruns.

Project Context

- Project Context includes the description of both internal and external factors that affects the completion of project.
- The project partnership includes 750 employees and 2000 workforce working more than 10,000 million man-hours.
- Private industries such as ACCIONA and AUSGRID responsible for the construction, designing, and maintenance of the project.

Major Issues or Delays

- Disputes between the contractor
- Contractual guidelines.
- Misleading information
- The delay is basically due to the changes in guidelines and procedures provided by the Ausgrid, an electric company.
- Poor planning decisions
- Power line issues

Major Issues or Delays Cont.....

- Delay in stage 3 during the construction in George street line path

Construction site	Project start date	Original Finish date	Status
Circular Quay	Jan 2017	Oct 2017	Delayed
CBD North	Mar 2016	Nov 2016	Delayed
CBD North to Wynward	Apr 2016	Dec 2016	Delayed
Martin Place	July 2016	Aug 2016	Delayed
King Street	Oct 2015	Aug 2016	Delayed
QVB	Dec 2015	Oct 2016	Delayed
Park Street	July 2016	Oct 2016	Delayed
Town Hall	July 2016	Feb 2017	Delayed
Liverpool street	Oct 2016	Feb 2017	Delayed
Chinatown	Oct 2016	July 2017	Delayed
Haymarket	Oct 2016	Aug 2017	Delayed

Major Issues or Delays Cont.....

- Acciona went to court due to misleading about complexity of underground utilities works. Finally, it was settled outside court resulting an extra payment of \$576 million which led to cost overrun
- The main contractor go-slow tactics are the other reason for the delay but Acciona argues that contractual obligations were the other reason for such a project delay. Therefore, technical flaws in the infrastructure line and contractual disputes between the Ausgrid and Acciona also delayed the project.
- This affects the stakeholder expectation as the budget increases and the project extended to one year from 2019 to 2020.

Control Actions to avoid failure

- Planning
 1. Planning (Gant Chart)
 2. Allocating additional resources
 3. Monitoring Project Activities and progress
 - Project Stakeholder Management
 - Project Time Management
 - Project Scope Management
 - Project Quality Management
 - Project Procurement Management
 - Project Cost Management

References

- NSW Government, 2015. Sydney Light Rail PPP, viewed online 18 September 2020, https://www.treasury.nsw.gov.au/sites/default/files/2017-02/Sydney_Light_Rail_PPP.pdf.
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Critical Analysis on East West Link (EWL) project in Victoria

Outline

- EWL Project Background
- Limitation and challenges
- Main failure reasons of EWL project
- Pros and Cons of PPP for EWL project
- Recommendation of DBB and Design Sequencing & reasons behind this
- Associated risk and ethical aspect
- Suggested contract type
- Conclusion and Recommendation
- References

EWL Project Background

- East West Link (EWL) project consists of three sections such as i) The eastern ii) The middle and iii) The western
- EWL project was commenced from October, 2011 under the previous Baillieu/Napthine Government of Victoria
- Estimated cost of the project was \$22.8 billion
- One of the largest transport infrastructure PPP project in Australia to build 18 km road
- The East West Connect (EWC) consortium was the winning tenderer
- However, EWL project was terminated under the current Andrews Government of Victoria

Limitation and challenges

- EWL project was legally challenged to delay the contract signing before state election
- Output, outcome and benefits of the project was manipulated and misleading as the state election was ahead
- Business case or justification of the project was not convincing

Main failure reasons of EWL project

- The decision to sign the contract for EWL project was based on wrong advice
- Key decisions were influenced by pressing sense of rashness before state election
- Economic modeling and justification of the project was flawed and misleading
- Project cost was so higher but there was no significant outcome for taxpayers
- Key stakeholders such as local and affected residents of EWL project area were not involved
- There was crash-through approach in EWL project which led to failure

Pros and Cons of PPP for EWL project

Pros

- EWL was a long term mega project which led to select PPP
- In order to reduce burden on tax payer, PPP was selected
- PPP ensures faster development with reduction in risks.
- Government's tight timeline to sign the contract before state election was another prime reason to select PPP

Cons

- Private participant reasonably expects to be compensated for accepting risks associated with project
- As a result, termination cost of EWL project exceeded \$1.16 billion as per Auditor General of Victoria
- Since the expertise in the partnership lies heavily on the private side, Victoria Government was at inherent disadvantage.

Recommendation of DBB and Design Sequencing & reasons behind this

DBB

- The owner has high level control over the design
- High quality work can be expected to ensure maximum value for money of taxpayers
- DBB is a competitive bidding process which ensures lowest price
- Maximum competition ensures transparency and cost certainty
- This traditional procurement route is easier to follow

Design sequencing

- Allows the start of construction early in the design phase
- Provides a path for a faster project initiation like EWL project
- The risks are transferred to the contractor as early as possible
- This method allows fast tracking of any project such as EWL

Associated risk and ethical aspect

Associated Risks

- Non-fulfillment of thirteen Partnership Victoria Requirements (PVRs)
- The Government's tight time line and crash-through approach
- Unresolved issues prior to signing of the contract
- Operation & Maintenance, industrial relation and financial risk

Ethical aspects

Ethical principles in procurement process which were not found for EWL project :

- Impartiality & fairness: making decisions and providing advice on merit and without bias
- Transparency: working to clear objectives in a transparent manner through ensuring best use of resources
- Confidentiality: maintaining confidentiality of the proprietary data
- Due diligence: carrying out duties carefully and thoroughly and avoiding careless practices

Suggested contract type

- Fixed price contract is applicable for public works which indicates to suggest unit rate under fixed price for EWL project
- Firstly, contract selection is easier
- Secondly, owner can make change in contract document easily
- Thirdly, considering complex nature of this project, fixed price contract is recommended
- Fourthly, early start and variation or change order is possible under this contract type

Conclusion and Recommendation

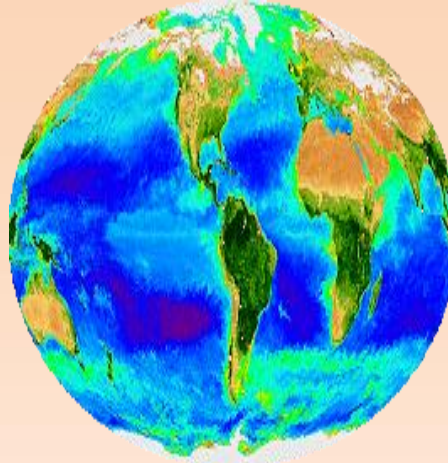
- I would go for an effective negotiation with the prime contractor East West Connect (EWC) consortium to alleviate the contract termination cost
- I would use the concept of BATNA (Best Alternative To Negotiate Agreement) to have win/win situation for both the party of Public Private Partnership (PPP)
- Prior to termination, key stakeholders such as local and affected residents of EWL project area would be involved to avoid termination
- Finally, lessons learnt for future project that suboptimal PPP outcomes are risky when substandard and rushed state advice is followed for decision making.

References

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Application of acquired knowledge in LGED

- ✓ Concept of project, program and portfolio
- ✓ Practice of Gant Chart and determine whether the project is ahead of schedule or behind schedule and over budget or under budget
- ✓ Preparation of project status (time-based) report, project exception (event-based) report, project audit report and project governance report
- ✓ Iron triangle or triple constraints of project and project life cycle as well as lean concept
- ✓ Concept of BATNA and ZOPA in effective negotiation
- ✓ Stakeholder analysis through power/interest grid and adopting appropriate communication method and frequency
- ✓ Risk Management (risk identification and risk response)



Thank you all

Questions and Answers