**5.2**

(1) I do not agree with the above statement due to the following reasons

* Negotiations held between the supplier and the client after a proposal was submitted and prior to signing a contract are quite common. It ensures that no new changes, additions, or omissions have entered the contract draft. The contract draft review brings an additional evaluation of these changes, which may reveal undesirable consequences.
* One of the contract draft review objective is to clarify hidden issues remained. Besides, there may be some necessary changes which the supplier expected on his/her side. Changes may refer to development risks, to the company’s capacity to perform the project, to the customer’s capacity to fulfill his/her commitments and to subcontractors’ commitments.
* The review is used to assure that all the understandings reached between the customer and the firm are to be fully and correctly documented in the contract and its appendices, which means the contract will not cause any confusion for both supplier and client.

(2) Situations that a contract draft review is not necessary

* There are no negotiations between supplier and client held after the proposal had been submitted.
* The contract is signed shortly after the proposal is submitted.
* A contract draft review was part of the client’s request for proposal.

(3) Situations that a contract draft review is necessary

* Most of the contract review processes includes the contract draft reviews.

**5.7**

(1) No. I do not agree with the team’s decision not to estimate the project’s costs

(2) The arguments in favor of estimating the project costs

* There will be no project budget if the cost estimation is excluded in the invesment, which may makes the management lose an important means for controlling the project’s progress.
* The project team is not able to evaluate the project manager’s success as there are no project budget made.
* No cost estimation means no resources estimation. The project manager has to prepare his own resource estimates in order to schedule his project to accomplish it at the required date. Moreover, the expertise of the proposal team and the contract review team in preparing appropriate resource estimation do not support the project manager in this task, allowing for frequent cases of substantial underestimates (late completion) or overestimates (waste of resources) to occur.