



**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 :Kerry Taranto

Signature: 

Date: 22/10/19

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.

ROOF REPLACEMENT PROJECT - IMPLEMENTATION STAGE

Finalise all pre-construction activities - Ensure contracts are signed - both financial and contractual where applicable.

Contact tenants to advise of commencement date.

Ensure all safety barriers/harnesses etc are in place and all staff have been inducted prior to commencement of work.

Carry out removal of existing roofing iron and replace as per the signed contract.

Complete work.

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
The Project Charter	This is the primary product of the Scoping Stage. It formally provides authorisation of the initial needs & expectations of the stakeholder. It is a short document, as an overview of the project containing, scope of work, length of time project will take, cost & quality they can expect.
The Project Plan	This is used by the Project Manager as a tool to broadly guide the project and to facilitate communication among stakeholders. The objective comes from The Project Charter and covers everything in detail and can be presented in the form of a Gantt Chart or an activities timeline.

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	To provide electronic documents and show information clearly. It enables clarity and avoids misinterpretation that can sometimes come from verbal contact. A phone call should follow the email.
FACE TO FACE	Regular team meetings enable all members to communicate relevant information and sort out any issues that may arise.
PHONE	Can be used when a quick response is required. Can be a conference call if needed.

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	During the scoping stage of a bathroom renovation, the project manager will set up meetings with all involved to enable a high-level scope of the project. Verbal communications either by way of a phone call or in person will be carried out to the appropriate regulatory bodies to see if any permits are required.
Non-verbal communication	During the planning stage access to social media allows the client and project manager to communicate if unable to meet in person or on phone. It allows the project manager to send through ideas so that the client can see them and approve or disapprove.
Written communication	When the bathroom renovation is complete and is in the closing stage the Project Manager will write a final report that will be signed off by the CEO and passed on to the client along with the final invoice.

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	A computer-based PMIS can create & revise budgets, plans and schedules saving a lot of time in comparison to a manual system. Large volumes of information can be stored and are very easily accessed and utilised. An example of a Computer-based PMIS is Microsoft Project.
WEB-BASED PMIS	Web-based PMIS's are useful where team members are on different sites because they allow the project to carry on without delay. An example of a web-based PMIS is Asana

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 EcoDevelopment Corporation	Susan signs off as the Program Manager for the project sponsor, to signify that all information set out in the plan is compatible with the application and conditions approved by the Council.
Robert Hinson	Project Manager - Massive EcoDevelopment Corporation	As the Project Manager for Massive, Robert needs to sign off to show that he is aware of the council conditions, budget limits etc.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate is required to sign off to signify that she understands all information set out in the plan is compatible with the application and conditions approved by the Council and can pass this information on to others as needed.
Kim Nguyen	Director – Awesome Landscapes Pty Ltd	Kim Nguyen is required to sign off to show that she is aware of the baseline information such as the budget, schedule and management plans for executing and controlling the project. She is showing a commitment to continue and to dedicate the required time and resources toward the project.
Sam Ng	Project Manager – Awesome Landscapes Pty Ltd	Sam is required to sign off to show his understanding of what will be required by him as project manager for Awesome Landscapes. He needs to be aware of the budget and any planning requirements. He will also need to be

		able to convey certain information to other staff.
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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 the Project Plan does show evidence that the project has been appropriately approved for commencement. All the members of the steering committee have signed the document and the approval box has been marked. This can be found in the Authorisation section on page 6
- b. Yes the stakeholders all signed and Dated the distribution list - Found in the Document Management section on page 1

3. How will the Project Outcomes be reported?

The project manager will report immediately after a change request has been signed. If three months elapse following a change request or previous report, another report will need to be prepared

The report will be on the standard template provided in Appendix 39 of the project plan.

The project plan will be updated with a new version released showing the status report, and the Gantt chart (and any other relevant documentation) updated to the date of the report in the project plan.

An evaluation session on lessons learnt must also be conducted at the end of the project. A template to help with the process can be found in Appendix 41.

A final report will be completed at the end of the project when all stages have been complete. A template for this report is in Appendix 42.

All reports are to be signed off by the project sponsor before being distributed to all members of the project steering committee.

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
Susuan Wills	Program Manager - Massive Eco-Development Corporation	Susan must sign off on the progress reports before other members of the steering committee receive theirs.
Robert Hinson	Project Manager - Massive Eco-Development Corporation	Robert receives a copy of the Project Progress to ensure that he is aware of the stages completed and any changes being approved.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Stephen receives a copy to ensure that all changes are in accordance with approvals granted.

Kate Chan	Project Manager - Timber Home Construction Ltd	Kate receives a copy of the Project Progress to ensure that she is aware of the stages completed and any changes being approved. She can then relay changes to the contractors and staff as required.
Kim Nguyen	Director - Awesome Landscapes	As Director of Awesome Landscapes, Kate receives a copy of the Project Progress to ensure that she is aware of the stages completed and any changes being approved. She can then ensure budget and time requirements are on track
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	As Project Manager of Awesome Landscapes and a member of the steering committee, Sam receives a copy to ensure that he is aware of the stages completed and any changes being approved. He can then relay changes to the contractors and staff as required.

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 project is to be managed using the Project Management Body of Knowledge - PMBOK methodology and will have all aspects of the project management covered including the integration of the other projects aspects. PMBOK is a guideline for quality management in projects. It is an international standard.

The project sponsor requested that the three projects be kept separate. Each one will have its own Project Manager and they will have to remain in close contact with each other.

The three projects have different scopes, budgets, project contracts, risks etc. All three will deliver an outcome that is satisfactory to the project sponsor. They need to run together in conjunction with each other and that is why the weekly meetings held with The Program Manager for Massive Eco-Development Corporation, the Director of Awesome Landscapes, the three Project Managers from Awesome, Massive & Timber are extremely important, as are the quarterly reports. Anything urgent is to be dealt with between the Project Manager for Massive & the Project Manager for Awesome.

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	Any supplier and/or contractor invoices that have not been finalised, have to be paid before the project closure documentation can be prepared.
Project Closure Meeting Documentation	The following must be included for the Project Closure meeting- Project completion report. An updated project plan that includes an additional change control version and a version control table that indicates that this is the final version. The Gantt chart that indicates that the project has been completed. All issues need to be closed on the issues register or documented in the project closure report. Lessons learnt documents must be included in the project plan. Copy of the project completion report must be included. Project costs and final audit report must be included. Project Archives checklist. Formal acceptance and closure to be signed off at the meeting.

Pre-meeting Audit	An independent project auditor evaluates the documents that have been prepared for the Project Closure Meeting prior to the meeting.
Final Project Meeting	Meeting is attended by all members. They all receive a copy of the Project completion report, Final version of the project plan, Project archives checklist and the Formal acceptance and closure. The meeting starts with confirmation that the reports and updated plan are accurate. The lessons learnt documents are reviewed and any lessons that Arte applicable to future projects will be noted by the committee. The signatories of the project steering committee, must sign off on the completion report, project plan and the formal acceptance & closure documents. There is a template for the formal acceptance & closure document and this is in Appendix 43. All steering committee members keep their copy of the documents for their own files.
Final Project Invoice	Once the final project documentation has been successfully delivered, the final invoice from Awesome Landscapes to Massive Eco-Development Corporation can be raised for the final contract payment.

Project Archival	Once the final payment has been made by Massive Eco-Development Corporation, all of the project documentation can be archived. the checklist in Appendix 44 has to be printed and checked off as each of the project documentation pieces are archived - both in hard copy & electronically. The hard copies must be scanned into the network and then filed in the archiving computers at Awesome Landscaping Pty Ltd and the electronic files must be stored on the archival hard drive under a separate folder that has been clearly labelled identifying the project name and the date of archiving.
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8. How will the project be monitored?

Sam Ng will work closely with Susan Wills when there are variances in the scope or delays and unexpected cost blowouts. He will advise Susan when required and the plan will be modified to get back on track. It will be signed off and sent to all other steering committee members. He will also work very closely with the other Project Managers. The building site will be monitored for erosion, subsidence and any other environmental issues that may arise

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. Yes the objectives do align. Awesome Landscapes wants to ensure that native vegetation and landscaping are used and blend in well with what nature has already provided. The project objectives also want the planting to blend in with the natural forest and want to ensure that the flora & fauna are not impacted by the construction.
- b. Massive Eco-Development Corporation build eco lodges in eco sensitive areas where tourism is strong. When the construction project and landscaping projects have been completed, they will have created an ecologically friendly resort for the tourists on the mountain. I would say that the objectives do align in this case too.

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.

Sam Ng, Project Manager (Awesome Landscaping) will need to put all the information he has regarding the changes into a change request template that is provided with the project plan.

These details will then be negotiated between Sam Ng, Project Manager (Awesome Landscaping) and Susan Wills, Program Manager (Massive Eco-Development Corporation).

A draft change request will need to be sent to Stephen Lyons, Planning Manager (Cascade Peak Shire Council). Stephen will then advise if new approvals are required. If approval is required, Susan Wills, Program Manager (Massive Eco-Development Corporation) will need to commence the application process.

Once approvals have been given, the project plan and other project documents will be updated with the modifications. The project plan must have the change request on the template provided in Appendix 38 and an updated change register(Appendix 37).

Any changes made in the project documentation must be colour coded by highlighted text as listed in the project plan and any omitted text must be formatted with a strikethrough and highlighted, showing that it has been deleted.

A face to face meeting with Susan Wills, Program Manager (Massive eco-Development Corporation), Stephen Lyons, Planning Manager (Cascade Peak Shire Council), Kate Chan, Project Manager (Timber Home construction Ltd), Kim Nguyen, Director (Awesopme Landscapes Pty Ltd), Sam Ng, Project Manager (Awesome Landscapes Pty Ltd) and any other stakeholders that may be directly impacted by the change request is held to examine the modified documentation.

the change request is then signed off by Susan Wills, Program Manager (Massive Eco-Development Corporation), Stephen Lyons, Planning Manager (Cascade Peak Shire Council), and Kim Nguyen, Director (Awesome Landscaping).

These changes are then to be communicated and implemented 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