



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

Copyright © 2018 CSTC Pty Ltd. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system other than pursuant to the terms of the Copyright Act 1968 (Commonwealth), without the prior written permission of CSTC Pty Ltd

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

TABLE OF CONTENTS

This is an interactive table of contents. If you are viewing this document in Acrobat, clicking on a heading will transfer you to that page. If you have this document open in Word, you will need to hold down the Control key while clicking for this to work.

TABLE OF CONTENTS	4
ASSESSMENT WORKBOOK COVER SHEET.....	5
CASE STUDY.....	17
Instructions to Student.....	17
Introduction	18
WORKBOOK CHECKLIST	29

ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
TITLE:	The Project Life Cycle
FIRST AND SURNAME:	Matt Taylor
PHONE:	0415390008
EMAIL:	matthew_alex_taylor@hotmail.com

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 : Matt Taylor

Signature:

Date:
20/4/20

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.
---	---------	--

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.

Plumbing work for new school

Phase one - design hydraulic drawings

Phase two - pipe installation

Phase three - council sign off / QA / handover

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.
b	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
c	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.

X	a. Project evaluation
X	b. Warrantee requirements
	c. Create communications log
	d. Develop project management plan
X	e. Writing and delivery of project final report
X	f. Finalisation of accounts and other financial documentation
	g. Delvelop project charter
X	h. Handover of project deliverables
X	i. Settling of financial liabilities
X	j. Project evaluation
	k. Identify stakeholders
X	l. Signing off by the project sponsor
X	m. Finalise lessons learnt documentation and communicating it where needed
X	n. Transition of responsibility or ownership of project deliverables or products
X	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
PMIS	A form of software or template that shows all project documentation in the one place . Allowing stakeholder / project team to be informed and make decisions for each parameter of the project
Project Character	A form of documentation that gives a brief overview of the project outlining who what when how and other key points that will be managed depending on the project scope

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	Using speech I.E having a tool box meeting on site
Non-verbal communication	A form of body language I.E shanking hands making eye contact
Written communication	Emailing important information so it is clearly understood I.E emailing labour for-casting program

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	A software used that automatically creates / revises relevant information . I.E generating a budget
Web based	A web based software that allows all team members to access no matter where they are it can can accessed online

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.
e	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
B	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
Sussan willis	Program manager Massive Eco	Being one of the key shareholders it's relevant to have a solid understanding and overview of how the program is to be followed or to see any concerns .
Stephen Lyons	Planning manager Cascade council	As part of cascade council its integral to see the the proposed plan has been approved dates can be met and allocated time for audits can be done
Kate chan	Project manager Timber home	Being in partnership with massive eco and being part of the construction it is essential to have an understanding of the deliverables time cost and other contingencies part of the project
Kim Nguyen	Director Awesome landscape	As director you would want to oversee the project plan to make sure you can meet the appropriate scope / time see how payment is made
Sam NG	Project manager Awesome landscape	Being the project manager for awesome landscape you need to have solid understanding of the deliverables and agreeing with the program as to get it done on time on budget

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. Page six indicates has been ticked for approval and has also been signed off by the project steering committee
- b. Page one indicates it has been distributed signed and dated by the project committee

3. How will the Project Outcomes be reported?

Through practical status reports created by the project manager using the standard template in appendix 39 (project status report) and appendix 42 (project completion report) a closing report and closing meeting , a lessons learnt report done appendix 41 a new project plan to be updated with a new version released showing the status report and the gantt chart updated to the date to the report in the project plan all reports to be signed off by the project sponsor before distributed to the 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
Sussan willis	Program manager massive eco	Being one of the key shareholders it's relevant to have a solid understanding and overview of how the program is to be followed or to see any concerns .
Robert Hinson	Project Manager massive eco	Being one of the key shareholders it's relevant to have a solid understanding and overview of how the project is to be followed or to see any concerns .
Kate Chan	Project manager Timber home	Being in partnership with massive eco and being part of the construction it is essential to have an understanding of the deliverables time cost and other contingencies part of the project

Kim Nguyen	Director Awesome landscape	As director you would want to oversee the project plan to make sure you can meet the appropriate scope / time see how payment is made
Sam NG	Project manager Awesome Landscape	Being the project manager for awesome landscape you need to have solid understanding of the deliverables and agreeing with the program as to get it done on time on budget
Stephen Lyons	Planning manager - cascade peak shire council	Being the cascade shire council planning manager stephen needs to see that the right approvals are in place

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.

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
x	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.

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.

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.

A communication plan has been outlined along side any associated risk to the projects

A marketing plan is outlined for each project

The project manager to organise each organisation with the completion and communication through the steering committee , outlined project plan , grant charts , issues arising , project completion report , audit reports , final closure report , project closure minutes and lessons learnt

A communication plan has been outlined along side any associated risk to the projects

A marketing plan is outlined for each project

The project manager to organise each organisation with the completion and communication through the steering committee , outlined project plan , grant charts , issues arising , project completion report , audit reports , final closure report , project closure minutes and lessons learnt

A communication plan has been outlined along side any associated risk to the projects

A marketing plan is outlined for each project

The project manager to organise each organisation with the completion and communication through the steering committee , outlined project plan , grant charts , issues arising , project completion report , audit reports , final closure report , project closure minutes and lessons learnt

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	All invoices to suppliers and contractors must be made before handover
Project Closure Meeting Documentation	A project completion report to be done , outlining Results lessons learnt audit report of the project
Pre-meeting Audit	A private project auditor will evaluate prior to the final project meeting

Final Project Meeting	All committee members attend a meeting , a sign off from each member must be presented outlining - completion report - final project plan - archive checklist - formal acceptance and closure
Final Project Invoice	After delivery of the final report an invoice can be generated for final payment
Project Archival	Before final payments is made all documents must be archived and the check list from appendix 44 must be checked off

8. How will the project be monitored?

regular audits from cascade council
reports from the project manager
QA audits from the project manager
site supervisor to monitor QA on a regular basis

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 , with Awesome landscaping twelve years landscaping of the cascade area and previously managing successful large scale and similar style projects . Their vision and mission statement align closely with the project deliverables .
- b. Yes already successfully establishing / managing fifteen eco resorts in the past eight years now with the backing partnership of timber home constructions . They also aim to expand with massive eco .

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 would need to be in communication with all sign off parties expressing his concerns with the additional three time retaining wall construction. This will impact the scope , time and cost of the project .

The process would be as follows

Sam would need to firstly approach the program manager (Massive Eco-Development).The program manager susan willis would need to see if additional council approvals would be needed , then the appropriate templates must be filled out , the project plan (must include all change requests template provided in Appendix 38), along with an up to date change register (Appendix 37).

After this process has been done, The change request and all modified documentation is examined at a face to face meeting by 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 – Awesome Landscapes Pty Ltd), Sam Ng, Project Manager – Awesome Landscapes Pty Ltd and any other stakeholders directly impacted on the change request. The revised project plan would also need to be signed off by the appropriate parties

Sam would need to exspress that this could impact the time frame proposed in the project plan as these retaining walls would need to be completed in the pre building phase as outlined in the project plan . Additional labour may be needed to keep the project on time . With additional labour come additional cost therefor the the cost management plan and budget would need to be adjusted 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