



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

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Version control & document history

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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 : Zac Markwell

Signature: 

Date:
15-04-2020

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.

In plumbing the some projects have the following phases.

Site establishment, Ground service installation, building service installation, fixture installation, test/commissioning and hand over.

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
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
Project Charter	Gives guidelines of the project which helps develop general cost, time frames and project requirements that meet the stockholders expectations.
Project Plan	The project plan is developed from information sourced from project charter. It highlights with more details the parameter around the project from Scope, time, costs and quality. Also referring to entities behind the project, costs and key objectives.

8. Consider the communication media you would utilise in project management.
- a. List three (3) communication media you would utilise in project management.
 - b. Discuss how each communication media is applied on various projects.

Communication media	Discussion
Phone	good for quick answer on issues and initiating concerns.
Email	Good for communicating general information and important concerns. It is a good process to inform all stakeholders whilst documenting your efforts.
Face to face	Suited for communication in a team meeting and establishing bonds between groups

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	Asking for advice or guidance on a approach to certain situation or issues that arise
Non-verbal communication	Body language when communicating, facial expression and eye contact when initiated in communication. 
Written communication	An email questioning inspection requirements to a authority body and cc all persons involved to help with understanding of the requirements.

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	Represent the project sponsor, need to be included so they understand where there investment is going and how it will be managed.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Regulatory bodies, so they have a clear understanding of what the project is and all requirements will be met through out the project
Kate Chan	Project Manager - Timber Home Construction Ltd	Main building contractor, will need to grasp what is required in terms of construction and time line of the job, so they are able to organise resources and materials
Kim Nguyen	Director – Awesome Landscapes Pty Ltd	Will need to be aware of project obligation from a companies view, partnership development, financial requirement and project deadlines.
Sam Ng	Project Manager – Awesome Landscapes Pty Ltd	Have a clear understanding of the obligation of the project and who is the steak-holders, deadlines, client requirements and cost plan of the job.

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 6 of the project plan suggest that the project has been sited and approved by the listed Authorisation bodies.

- b. The Distribution list and the Authorisation list don't marry up.

The project manager for Massive Eco- Development Corporation Robert Hinson isn't mentioned. In the project charter he is classed as a key stakeholder and should be apart of the Authorisation list.

3. How will the Project Outcomes be reported?

In form of a performance report (appendix 39) every three months if not done more frequently. At the end of the project Final report (appendix 42) will be completed, both forms of reporting will need to be signed off by 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
Susan Wills	Program Manager – Massive Eco-Development Corporation	As a key stakeholder help understand the progress on the project and guidance for upcoming payments.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Highlights what works has been completed and if the appropriate sign off and inspection protocol has been followed.
Kate Chan	Project Manager - Timber Home Construction Ltd	Allows for claims to be processed and highlights upcoming works.
Kim Nguyen	Director – Awesome Landscapes Pty Ltd	Shows key factors of what stage the project is at, allows for claims to be processed and if the project is being delivered in a satisfactory standard.
Sam Ng	Project Manager – Awesome Landscapes Pty Ltd	Gives notification of what claims to process, followed by a program report to project sponsor. Allows to see if works is being done to a acceptable standard.

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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.

Referring to appendix 1 , the project has been programmed as a sequential phase-to-phase relationship.

Each step in the program creates foundation for the following process to start from. Thus the site establishment, followed by structural ground support, to utilities installation to the final planting stage. Each process helps with generating the next. It also allows for a clear project status report and easy understanding for stakeholders to view the progress. The stepped program allows for easy processing of payment, inspection test procedures, sign off and steak-holder due diligence.

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	This process finalise and initiates closure to the project. All parties involve have a quality assurance obligation and warranties to the project. Once these payments have been processed this allows for the final documentation to be completed and prepared for closure with the client.
Project Closure Meeting Documentation	This is where documentation, inspection test procedures, approvals and payment schedules are presented to the steak-holders. The steak-holder will peruse over documentation and if satisfied with completed works and documentation they will sign off the project for closure. Leading to the finalisation of financial liabilities and for the transfer off assets to the project sponsor.
Pre-meeting Audit	When a private auditor reviews the project document prior to the final project meeting

Final Project Meeting	A meeting between project steering committee in regards to all documentation is gathered and inspection test procedures are complete to meet the requirements for the project. All members are to sign off and take copies for individual archiving.
Final Project Invoice	Gathering required documentation of completed works supported by inspection test procedures and approval documents. Should be presented in a itemised form linked to the project documents and presented to the project sponsor.
Project Archival	Collating off all final project documents generated from final closure/payment. Appendix 44 must be presented and checked off. Archived in both electrical and hard copies.

8. How will the project be monitored?

In form of appendix 39 template of project reports will be completed. Followed by regular auditing by council building inspector, leading to internal audits with the report template in appendix 36 and will be presented in status reports.

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. Considering Awesome landscaping are already doing maintenance work with-in the area high lights that there is a business interest is local to the community. The commencement of work on this project will only increase there influence and grasp. They seem to highlight a care and awareness to the environment, this aligns it the objectives of Massive Eco-Development Corporation as they move forward with their eco tourism venture.
- b.
- b. The project plan reflects a obligation of care and aims to minimise the environmental affects during the project. Site establishment of erosion control, protection zones and designated access paths show environmental awareness.

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 of Awesome Landscapes) would be required to start written communication between the steering committee members regarding the extra work he suspects may need to occur. Amongst the ongoing communication, Sam NG would be required to highlight the possible issues that may arise with the proposed changes he envisions. It is important he includes the importance of approving the changes in a timely manner otherwise the effects could have an increasing cost incurred on the project as well as its timeline.

The following information, Sam NG should consider and discuss in his continued communication to the steering committee members. The necessity for council approval for the additional proposed work, the required extra materials as well as the re-design of the project with written sign off from the contracted engineer. It is crucial these steps are raised as early as possible to deter unnecessary expenses and scheduling issues which could be accounted in the original budget if targeted early.

In the projected program, phase 1.3, the retaining walls are scheduled. This is early in the project and is a crucial element to the footprint and structural integrity of the proposed chalet construction. If the additional work was raised later in the project's timeline, this would lead to reworking of schedules, creating a drastic effect on the program. The retaining walls have been allocated a budget of \$28,720 and the allowance of 15 days construction time with an extra 15 days for soil compaction. With the extra development an increase to the timeline and an effect to the allocated cost is assured.

Although the project manager, it is not advised that Sam NG individually signs off on the construction of the extra retaining walls and chalets. Even though the retaining walls are structural and support the foundation for the additional chalets, they incur additional costs which all stakeholders should be consulted. The project sponsors should have the ability to discuss budgeting constraints and the overall final result of the project.

A good form of communication between the project steering committee and the project sponsor is imperative, to ensure all contingency plans are scheduled and budgeted into the final project outcome correctly. This ensures all stakeholders have a clear understanding of all aspects of the proposed plan. By Sam NG raising his concerns early on during the project, he will be maintaining good business relationships with all involved. Even if the concerns do not meet those of the stakeholders, he has potentially elevated an abundant of extra potential conflicts.

By Sam NG's written communication of the above issues to the project steering committee, he has highlighted what needs to be achieved if there is extra construction to go ahead and documented the effects these may have on the project. It would be highly advantageous of Sam NG to complete an updated programme as required and record the additional costings for the increased work and attach this to his written communication to the steering committee members.

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