



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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22 June 2017	Updated Table of Contents.	V1.1
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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 :Andrew Carpenter

Signature:



Date:

18/07/20

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.
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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.

Executing, production, control, development.

Typical phases within the Implementation Stage would be anticipated as follows:

Assumes:

Budget rebaselined as a result of the Design stage sign off.

Time, Materials / Bill of materials established and approved

Subcontractors Readiness confirmed and on Contract

Detailed delivery schedule baselined and agreed

Implementation:

Build - The start of the Build Phase in line with the previous Design Stage

Configuration - detailed specifications applied

Validation of Requirement and Acceptance processes.

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
Project Charter	This document formally authorises a project or a phase documenting initial requirements that satisfy the stakeholders needs and expectations. There are several documents that are crucial to the project one of which is the project charter. It is used as a primary document to scope a project. It is generally quite short but provides a high level overview of the project for the stakeholders. It will provide information such as - what the project is delivering, how long the project will take, how much the project will cost and it will deal with the quality of the project. The project charter would also stipulate a change control process, a risk management process, the assumptions, constraints, exclusions and resources required to deliver the project but at a high level. Who the stakeholders are and who communication and reporting would involve should all be listed in the project charter. Along with a number of other elements, it would cover critical aspects for example, background, problem, vision statement, along with identifying the stakeholders, an outline plan, budget, organisational chart and roles and responsibilities. This document is used by the project to develop the requirement based on objective, deliverables and customer quality expectations. Additional value would be gained within the Project Charter to identify or a phase documenting initial requirements that satisfy the stakeholders needs and expectations. There are several documents that are crucial to the project one of which is the project charter. It is used as a primary document to scope a project. It is generally quite short but provides a high level overview of the project for the stakeholders. It will provide information such as - what the project is delivering, how long the project will take, how much the project will cost and it will deal with the quality of

	the project. The project charter would also stipulate aprocesses for the management of change, control process, a risk/issue and communication management along with process priorities , the based on the triple constraints of time, cost and quality, assumptions, constraints, exclusions and resources required to deliver the project but at a high level. Who the stakeholders are and who communication and reporting would involve should all be listed in the project charter. .
Project Plan	The project plan would be created in support of the Project Charter to provide more detail on all aspect of delivery. The following sections would be expected within the document to define delivery through the project life cycle: Background / Business Drivers / Outline Business Case - Why Scope (Objective and Deliverables) - What Approach - How Organisation and Roles and Responsibilities - Who High Level Plan - When Milestones - How do we know we are on track Budget - Both Time and Materials - How Much Risks - What could go wrong Assumptions - What do we think we know Exclusions - to remove ambiguity, what are we not going to do Dependencies - What do we need to achieve success Acceptance Criteria / Benefits - How are we going to measure success Communication - How are we going to inform the Board and Team how we are performing There are many other options for additional detail which can be provided with the Project Plan to detail and articulate the end to end process.

	NB: It is subject to updates; at each Stage all changes and additional should be applied as more detail is learnt during delivery. The project plan would contain an introduction to the project with an executive summary. There would be a body to the plan including a separate written plan for each of the ten project management functions. There would also be appendices containing all the supporting information. One of the key documents would be the the project programme which deals with the time element may be in the form of a Gantt chart, it may be an excel document or it may be a programme software package such as Primavera, Asta Powerproject or Microsoft Project. The purpose of this document no matter what form it takes is to stipulate the beginning and end of a project with the duration that each activity within the project takes to complete. Some of these activities will have dependencies i.e. tasks that require the completion of the proceeding task before they can commence and others will not have dependencies and can be carried out at whatever time within the start and end date of the project. A critical path will be established to show which activities or tasks fall within the line of the critical path and have the ability to impact on programme if they are not completed within the specified duration. There may also be a target programme which would be the programme the site team would work against to try and make programme savings. The Consultants, Subcontractors, Suppliers, Plant, Material and Labour resources required to effectively execute the project would be listed. There would be a procurement schedule contained within this document that would identify the lead in period for the goods and services, a design period, a tender preparation period, a tender period an evaluation period, a manufacturing period and delivery period that would need to be taken into account to get these goods and services to site by the time that they are required. A procurement plan may also identify procurement strategies for key works packages, list significant subcontractors and identify risks and opportunities. A target buying gain would likely be
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	stipulated for each key package. The plan would also contain procurement procedures and show a route map that explains how we get from identifying the requirements to award of contract. Version control of the project plan should be identified. Change control process should be identified. The project objectives and benefits should be included. A cost plan would be included together with a quality plan, risk plan, resources plan, communication plan and integration plan.
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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	Electronic written communication can quickly be sent stored and archived to multiple individuals. Documents can be attached to the emails. Information can be clearly articulated avoiding ambiguity.
Internet Portal	Often used on a project as a Client requirement for collaboration purposes. Systems such as Sharepoint, Livelink, Aconex, Building Wharehouse, 4projects and Teambinder can be used as Electronic Document Management Systems. These systems can send and store email, be used for document uploads and archiving particular useful for drawings and specifications. Often they create unique identifiyers and contain search strings that can be used to locate the documents after the event, particulary useful for claims scenarios.
Phone	This can be used to quickly and directly convey information from one individual to another. Unlike an email you know your message has reached the intended receipient immediately and you know they have taken it onboard.

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	Individuals involved in a project share information by speaking to each other. Questions will be asked and answered. Negotiation and persuasion will be used. Speech can be used to inquire, motivate and direct individuals. Adhoc and scheduled discussions will be a significant factor during delivery. Formal meetings must be efficient and effective. The way to achieve this a formal meeting must have a purpose, agenda and decisions to be made to measure success. All reference material should be circulated in advance to ensure all attendees are suitably briefed.
Non-verbal communication	Hand gestures can be used to accompany verbal communication and convey messages that verbal communication alone will not allow. Types of non-verbal communication demonstrated would be around behaviours, appearances and environments. These could range from presenting an enthusiastic, positive and driven persona to the clothes that you wear and the structure with which you perform your responsibilities to demonstrate the example for others to follow.
Written communication	Often verbal communication will be backed up by confirming the conversation in writing in an email. Written reports will be used. Letters written particularly of a contractual nature. Some projects may require bespoke document management systems to be used where information will be typed, sent and stored in the project archive. Written communication is vital to provide an audit trail for discussions, decisions made, actions assigned, agreements and approvals necessary to progress. It is key to be structured, to the point and focused with a purpose,

	what the desired outcome of the communication and if / how a response should be provided. This helps the recipient(s) focus on the content and what you need as a result. .
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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
Web based PMIS	Web-based project software can be used as a collaborative approach to project documentation sharing and storage. It is helpful in situations where project team members are located at different sites. Putting project information on the Internet or other networks utilising Internet standards expedites projects that might ordinarily be delayed because team members are dispersed. An example of a web-based PMIS is Sharepoint. An EDMS or PMIS is used to disseminate drawings and specifications, release programmes and plans, Project Management Plans can be collaboratively worked upon by different members of the team at different times and as they are all stored in a central location they never corrupt or get lost. Some systems allow editing by users but then restrict editing by another user at the same time. Also they allow the files to be interrogated to show who was the last user to read or edit a particular document. A useful function of this is that when project information has been uploaded and notification sent to the project teams the interrogation functionality allows one user to tell that another user had read the information. There can be no denial of receiving information using these systems like there could be with post or email.

Comuter based PMIS	Computer-based PMIS are used to automatically create or revise printed plans, schedules, and budgets, which usually take days or even weeks in a manual system. They can store large amounts of information that is easily accessed, prioritised and summarised. Some computer-based PMIS include: • Microsoft Project • Project Scheduler • Welcom • Trakker • Primavera
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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	Project Sponsor. This is usually the person, company or body that pays for the project. They have the final say and will be the person who signs off on the project contracts and other documentation. Massive Eco-Development Corporation are the developer for this project. This means that as developer they have a controlling financial interest in this project and will be required to sign off on all aspects. There are three projects that all have dependencies on each other that will be overseen by Massive Eco which are the construction of the log cabin/ chalet resort at Cascade Peaks, the landscaping project that we are concerned with and the branding/ marketing project.
Kate Chan	Project Manager - Timber Home Construction Ltd	Timber Home Construction Ltd are partnering with Massive Eco-Development so in this instance would also be a Project Sponsor and have a controlling interest in all financial aspects of the project as above although they would not benefit from the income generation in the same way that Massive Eco would as the ultimate Project Sponsor.

Kim Nguyen	Director - Awesome Landscape Pty Ltd	The Director of one of the companies that have a contract with the Client organisation but otherwise, function as project team members delivering project tasks. Awesome Landscapes have a key task in the delivery of this project being responsible for all of the site preparation, excavation of channels for utilities, erosion mitigation, diversion of stream, soft landscaping and ensuring environmental impacts are minimised.
Sam Ng	Project Manager - Awesome Landscape Pty Ltd	The project manager is the conduit between all the other stakeholders. They are responsible for providing communication with all the stakeholders and ensuring the project is delivered.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	This is the Client or Customer of the the project sponsor and the organisation responsible for the end users of the facility. Stephen will be responsible for final sign off of the facility after inspection. The Council regulate construction in this environmentally sensitive area near a National Park so a far stricter standard of building will apply. The Construction and Landscaping must be in line with the Council approved plan. Areas that Stephen concerns will include the preservation of removed vegetation, erosion control and soil stability, standards for human waste management in environmentally sensitive areas, landscaping and plant selection on properties adjacent to national parks, noxious weeds regulation and diversion of waterways.

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. The Project Plan does show evidence that it has been appropriately approved for commencement for the following reasons:- On page 1 a signed distribution list appears at the beginning of the document signed and dated by members of the steering committee on 28 May 2012 which is the initial release date for version 1. On page 2 a project registration document exists naming the project as Cascades Peak Chalets Landscaping Project assigning project number 28 dated 28 May 2012. An authorisation document for the project containing a recommendation appears on page 6, it is signed off by the project steering committee dated 28 May 2012 this document states that the project plan only becomes valid once signed off by the following members of the steering committee.
- b. The Project Plan does show evidence that it has been appropriately distributed to all stakeholders that require a copy for the following reason:- On page 1 a signed distribution list exists which is signed and dated by members of the steering committee on 28 May 2012

3. How will the Project Outcomes be reported?

Status reports will be produced during the delivery stage of the project. The audit report template in Appendix 36 will be used for internal and external auditing. The outcomes of all internal and external audits are to be included in the status reports, and as appendices at the back of updates to the project plan. Performance reporting will be undertaken by the project manager either immediately after a change request has been signed or every three months. The standard template in Appendix 39

should be used. The project plan must be updated with a new version released showing the status report and Gantt chart. A lessons learnt evaluation session must also be conducted at the end of the project. A final report must be completed at the end of the project when all stages have been completed. All reports to be signed off by Project Sponsor before being distributed to 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	Susan being the developer's lead requires copies of the Project Progress Reports to ensure that the project is being delivered to time, quality and cost constraints imposed at the project outset. To ensure that environmental impacts are being minimised and that the Council's approved plan is not being compromised in any way.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate being a partner of Massive Eco-Development needs a copy of the reports to ensure time, cost and quality are maintained and that the performance of her company Timber Home Construction Ltd is achieving the benchmark standards that are required. She would also be interested to know that no environmental breaches have occurred which could negatively affect her company.
Kim Nguyen	Director - Awesome Landscape Pty Ltd	Kim would need a report to ensure that time, cost and quality are being maintained. Her company's performance is satisfactory or exceeding expectations and that no environmental

		mismangement has occurred which could negatively affect her company. Kimn also has a vested interest to ensure the project is a success to create jobs and maintain jobs for her employees in the ongoing maintenance contracts for the resort and the local council.
Sam Ng	Project Manager - Awesome Landscape Pty Lt	Sam is closest to the project being Awesome Landscapes PM and would produce the report. He will already know how the project is tracking against time, cost and quality. He has a duty of care for the environmental impact of the project. he would require a copy of the report for record purposes and good housekeeping. as it could be used as a tool to demonstrate any future claims that could arise from the project. It is a contemporaneous record of events throughout the project life cycle.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Stephen would need copies of the progress reports to ensure that the Councils plan is being adhered to. Environmental impacts are minimised. Stephen will be concerned with the preservation of removed vegetation, erosion control and soil stability, standards for human waste management in environmentally sensitive areas, landscaping and plant selection on properties adjacent to national parks, noxious weeds regulation and diversion of waterways.
Robert Hinson	Project Manager - Massive Eco-Development Corporation	Robert being the developer's PM requires copies of the Project Progress Reports to ensure that the project is being delivered to time, quality and cost constraints imposed at the project outset. To ensure that environmental impacts are being minimised and that

		the Council's approved plan is not being compromised in any way. Robert would work closely with Sam and be across the detail that Sam's report would contain before it were issued to the wider audience.
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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
☒	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.

Massive Eco-Developments are running three separate projects that have co-dependencies. The three projects are The Landscaping Project, The Building Project of the Eco Chalet Resort and the Marketing Project. The project sponsor requested that the three projects remain separate as each will have their own project manager who will be required to collaborate with the other project managers, however the marketing company are not required to liaise with the landscaping company. The reason three separate projects may have been selected rather than all three being integrated into one project may be for the following reasons. Awesome Landscapes expertise is the landscaping project and have no experience or interest in the build or marketing projects therefore it makes sense to keep that as a separate project. Timber Home Construction Ltd's expertise is in the logging and fabrication of logs for the log cabins, transportation of building materials, building the chalets, installing the utilities and decorating and finishing the cabins. It would not make sense to ask them to be involved with the landscaping project as they would more than likely engage a specialist subcontractor such as Awesome Landscapes and then manage and report their work for a margin. Massive Eco-Developments are best placed to keep this project separate to avoid paying margin on margin and to have more control over the projects. The marketing project is a separate project entirely requiring a different skill set that neither Timber Homes or Awesome would possess. Massive Eco are best placed to run this as a separate project as they are the ones that need to get their brand out to market and make a success of their brand in the local

and international tourist market. They would have greater leverage and control by closely managing this project as a separate entity. Massive Eco Developments will maintain effective integration between the three projects by having their Program Manager and Project Manager sitting on the steering committee of each project so that they are abreast of the details of each separate project. They would be best placed to know what is going on with each project on a regular basis as they would receive the status reports of each project and be in a position to deal with any issues as they arise which may negatively impact on another of the projects. They can mitigate the risks of each project also by ensuring that the receipt of information in a timely manner enabling them to make decisions quickly is at hand.

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	The payment of all invoices that have not yet been paid to creditors must be settled before the project closure documentation can be completed.
Project Closure Meeting Documentation	The project completion report must be completed, showing the results of the project, lessons learnt and audit reports. The version control table must indicate the final version of the project plan. The project Gantt chart must indicate that the project has been completed. Lessons learnt documentation must be included in the project plan. All issues in the issues register have either been closed or documented in the project closure report. A copy of the project completion report must be included. A final audit report on the project containing the final project costs must be included.
Pre-meeting Audit	The following documentation must be evaluated by an independent project auditor prior to the final project closure meeting- The Project Plan version control table must indicate the final version of the project plan. The project Gantt chart must indicate that the project has been completed. Lessons learnt documentation must be included in the project plan. All issues in the issues register have either been closed or documented in the project closure report. A copy of the project completion report must be included. A final audit report on the project containing the final project costs must be included.

Final Project Meeting	The Project Steering Committee attend the final project meeting, Each member will be provided with the following project documentation - Project Completion Report, Final Version of Project Plan, Project Archives checklist, Formal acceptance and closure. The meeting will commence with confirmation on the accuracy of the report and updated project plan. The lessons learnt documentation is reviewed and noted. The completion report, project plan and formal acceptance and closure must be signed off by all members of the steering committee. Each member will take a copy of the documentation for their own records to be archived.
Final Project Invoice	Awesome Landscapes raise their final invoice to Massive Eco-Development for their final contract payment.
Project Archival	Once final payment is received all project documentation can be archived by Awesome Landscapes. The project archive checklist which is contained in Appendix 44 needs to be printed and signed off in both electronic and hard copy format with documents scanned and stored to the server network and also to Awesome Landscapes hard copy archives. The electronic files are to be stored under the hard drive archive (Q:/) under a separate folder clearly identifying the project name and archive date.

8. How will the project be monitored?

The project will be monitored for time, cost and quality utilising various methodologies as follows:- A Time Management Plan is contained on page 20 of the Project Plan which refers to the following appendices Appendix 1 WBS, Appendix 2 Gantt Chart, Appendix 3 Network Diagram, Appendix 4 Effort and Duration of Tasks, Appendix 5 Task Dependency Worksheet. There are three key milestones for the project Phase 1 Pre-building, Phase 2 Building Support and Phase 3 Planting and Landscaping describing which activities need to take place in each timeframe. The Project Manager will monitor progress on site against the Gantt chart and record the progress by way of a drop line on the Gantt chart showing where the project is against the planned progress. Cost Management will be monitored against the Project budget which is split into phases and has costs for labour, procurement and purchase supported by project budget calculations provided in appendices 6 & 7. There is a project contingency that will be used to deal with any unforeseen costs but the presumption is that there is a high confidence level that the project will come in on budget. Payments are made against the project phase milestones set out on page 23 of the Project Plan. Invoicing will take place on the first working day of each month and be paid 28 days later. A schedule of payment dates is listed on page 24 up to the contract sum of \$550,000.00. A cashflow curve can be found in Appendix 8 which can be used to monitor what the project thought it would spend at any given point against the actual spend. A Quality Management Plan is discussed on page 25 of the Project Plan which details the quality requirements for the project. Section 5.5 Quality Assurance details the project integration processes which will be audited on a monthly basis. Section 5.6 Quality Control lists the tasks that will be audited by the Project Manager for Quality Control and Quality Assurance. There is a list of audits that will be conducted by the Council also on pages 27 and 28.

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. Awesome Landscapes Pty Ltd was established twelve years ago to provide landscaping solutions in large scale commercial and residential developments. Throughout the lifetime of the project they have worked closely with several specialist subcontracting companies to provide a full range of landscaping services. The key objectives of this project are to: Prepare the site for construction of the log cabin chalets. This includes excavating and laying access roads and the creation of retaining walls to stabilise the soil around the construction areas. Excavate channels for the underground utility services. Mitigate for any erosion or subsidence during the construction of the log cabins, and to construct additional landscaping where needed. Diversion of a local stream to provide cascading channels running through the resort in between the chalets. Complete the planting and landscaping to ensure the resort blends in perfectly with the natural forest. Ensure the forest flora and fauna is minimally impacted by the construction project. Therefore the key objectives of the project align with Awesome Landscapes business objectives as they are landscaping works for a commercial development. The project will help maintain continuity for Awesome Landscapes' employees and generate maintenance works potentially after the project is finished. The project will enable Awesome to make a profit as there is a healthy contingency in the project so if all goes well there should be a good profit margin in it.
- b. The project sponsor organisation originally Massive Eco-Developments but now Cascades Peaks Hotel Pty Ltd business objectives as a hotel proprietor is to secure land and build holiday accommodation on them which is attractive and generates business. The Landscaping projects objectives align with that of Cascade Peaks Hotel Pty Ltd as the preparation of the site for construction of log cabins can be considered as enabling works for the construction which is what they as hotelier are in business to achieve. The landscaping element of the project will help the resort to look attractive and generate business.

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 Awesome Landscapes Project Manager would need to raise a change request if he wanted to spend against the construction budget to introduce three additional retaining walls because he has heard a rumour that they may be required. The Project Plan has a defined scope of works for a defined budget and contingency should not be considered for additional works. Awesome Landscapes would be entitled to recover the additional costs plus margin for any Client initiated changes. There is a template provided for the change request. This needs to be used so that all the stakeholders in the project can approve any changes to the project plan. A draft change request can be issued to the Developer and to the Council as there may be changes proposed that need Council approval. The Developer would need to negotiate the cost with Awesome and agree a cost for the change. The procedure would be as follows:- Awesome Landscapes PM Sam Ng to draft change request. Details of the change request to be negotiated between Sam and Cascade Peak Hotel Pty Ltd's General Manager Terrence Mackay. Draft change request to be issued to Stephen Lyons Planning Manager of Cascade Peak Shire Council. Council approvals to be granted if applicable. If Council approvals are required then Terrence Mackay will commence the application process. Project Plan to include details of all change requests together with change request register. Changes to project documentation to be clearly colour coded by highlighted text with anything deleted to be struck through, change request and all documentation reviewed in a face to face meeting including all stakeholders, change request is signed off by Steering Committee members Terrence Mackay, Stephen Lyons, Kate Chan Project Manager - Timber Home Construction Ltd, Kim Nguyen Director Awesome Landscapes Pty Ltd and Sam Ng Project Manager Awesome Landscapes Pty Ltd. Changes are implemented and communicated by Awesome's PM Sam Ng.

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.

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