# BSBPMG512
# MANAGE PROJECT TIME
# ASSESSMENT SUMMARY

The assessment activities for *BSBPMG512 Manage project time* cover all aspects of the unit of competency required. To demonstrate competence in this unit, a participant must undertake all tasks and complete them satisfactorily and consistently. For Apprentices and Trainees, this includes employer completion of the Employer Record Book (ERB).

Participants must read all the information given before starting any assessment task. The assessment tasks are intended to be equitable, fair and flexible. If a participant has any questions or requires alternative arrangements to be made such requests should be directed to their Trainer/Assessor, who should note such arrangements in the 'Assessor Comments' on the affected assessment. If a participant feels they are not yet ready to be assessed, they should discuss their options with their Trainer/Assessor.

To satisfactorily complete the assessment, the participant is required to answer all questions correctly and demonstrate their skills to industry standards. If a participant does not answer some questions or perform some tasks, they will be deemed 'Not Satisfactory' for the task and 'Not Yet Competent' for the unit of competency. The Trainer/Assessor is able to provide the participant with additional information on interpreting the assessment outcomes and provide guidance on the participant's options. Should a participant still be deemed 'Not Satisfactory' they will have the opportunity to undertake a supplementary assessment or appeal the result.

By signing the cover page for each assessment item, the participant acknowledges they understand the assessment instructions and requirements and consent to being assessed. The participant also verifies and assures the RTO that the work submitted is their own work.

| | |
|---|---|
| Participant Name | Mark Brownlie |

| Task | Assessment Results | |
|---|---|---|
| Theory Exam | ☐ Satisfactory | ☐ Not Yet Satisfactory |
| Practical Assessment | ☐ Satisfactory | ☐ Not Yet Satisfactory |
| **Outcome for Unit of Competency** | ☐ **Competent** | ☐ **Not Yet Competent** |

| | |
|---|---|
| Assessor Name | |
| Assessor Signature | |
| Unit Competence Determination Date | Click here to enter a date. |

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# MANAGE PROJECT TIME

## THEORY EXAM INSTRUCTIONS

This exam will occur under standard assessment conditions.
An oral examination may be allowed under certain circumstances, whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. FT001 and Assessor Comments)
Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
Please fill in the details below, providing your name, signature and date of assessment.
Your signature acknowledges that this is your own work.
Assessors are to complete marking in pen of a different colour to the Participant.
If a Participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
If a Participant changes their response in writing, they must put their initials next to the written change.
If a Participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name: Mark Brownlie

Participant signature: 

Date: Click here to enter a date. 11/3/22

Assessor name:

Assessor signature:

Date: Click here to enter a date.

| Number of questions | Number of questions answered correctly | Task outcome (Tick) | |
|---|---|---|---|
| 27 | | Satisfactory ☐ | Not Yet Satisfactory ☐ |

## ASSESSOR COMMENTS

Q1. **Explain the purpose of a Work Breakdown Structure.**

**Answer** progressively breaks down (decomposes) deliverables into smaller and more manageable levels

Q2. **Define the term 'work package'.**

**Answer** the planned work to complete that deliverable

Q3. **Explain the relationship between a work package and an activity.**

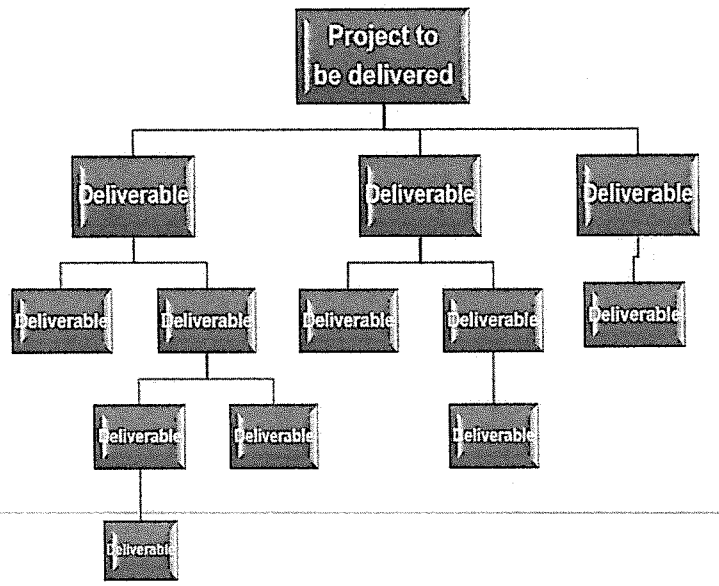
**Answer** Work packages are the lowest level deliverables in the WBS. The deliverable is the table – but there are many activities which are necessary to make the table, for example:
Ordering the wood
Making the legs
Making the table top
Assembling the table
Painting the table

Q4. **Define the term 'sequence activities' as it relates to project management.**

**Answer** Sequencing activities involves identifying and documenting relationships among project activities

## Q5. Draw a diagram of a work breakdown structure.

**Answer**



Q6. **Explain the meaning of the term 'effort' in project scheduling.**

**Answer**

Effort is the number of units of labour – for example hours, days or weeks - needed to complete a work package2

Q7. **Discuss why it is important to estimate your available resources when estimating the durations of activities.**

**Answer**

- **Our available resources affect how long it will take to complete the work.**
- **Resources such as people are not the same – a more skilful person will complete a task quicker than a less skilled person**
- **A task with one resource allocated to it might take twice as long as using two resource of the same**

**However, the relationship is not always linear. For example you might be able to use two machines at the same time on a project. However, three might not all be able to work at the same time – though the third one is used as it is cost effective – but the work is not completed three times more quickly**

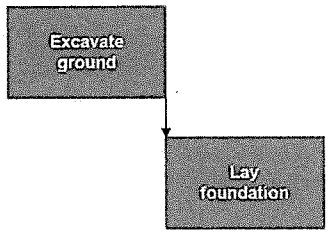
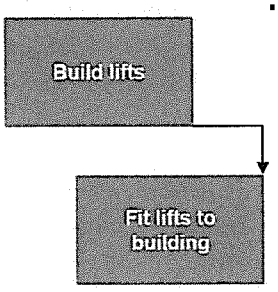
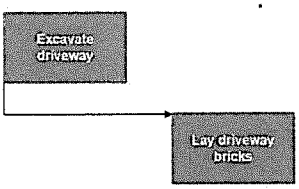
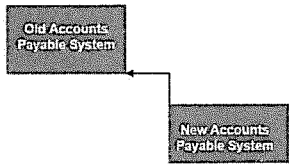
Q8. **Explain each of the following terms.**

**Answer**

| Term | Explanation |
|---|---|
| Analogous estimating | **Estimating is based on historical information and experience with a similar activity**<br>**Analogous estimating tends to be cheaper than other methods, but it is also less accurate and depends on the past activities being factually similar to the those of the new project** |
| Parametric estimating | **Uses a figure based on historical experience, such as cost per square metre** |
| Bottom-up estimating | **Estimated time = Optimistic time + Expected time + Pessimistic time / 3** |

Q9. **Explain the meaning of each of the following precedence diagramming methods and draw a diagram to illustrate each.**

**Answer**

| Type | Explanation | Diagram |
|---|---|---|
| Finish-to-start (FS) | **This is a common project management dependency when we need to finish the preceding activity before we can start the succeeding activity** |   |
| Finish-to-finish (FF) | **The previous activity must be finished before the subsequent activity can be finished** |   |
| Start-to-start (SS) | **The previous activity must be started before the subsequent activity can be started** |   |
| Start-to-finish (SF) | A predecessor activity cannot finish until a subsequent activity starts |   |

Q10. **Explain what is meant by a critical path in project management.**

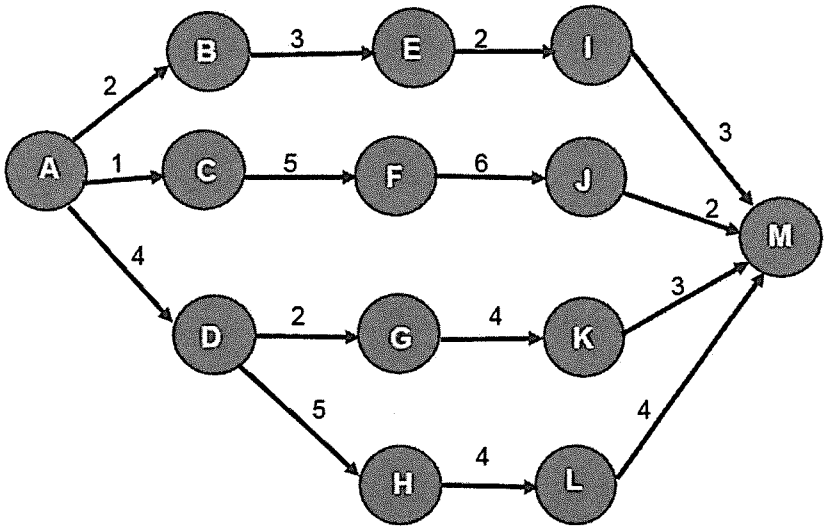
**Answer**

| |
|---|
| **A project's critical path is the longest path in a schedule of project activities. It represents the minimum time that a schedule can take – the rate-determining sequence - and what flexibility there is within the schedule and in what activities is there flexibility** |

☐

Q11. **Which of the paths in the chart below is the critical path?**
**Tick your response. Note: The numbers shown below represent days.**

## Critical path diagram




**Answer**

| Choice | Possible Answers |
|---|---|
| ☐ | A-B-E-I-M |
| ☐ | A-C-F-J-M |
| ☐ | A-D-G-K-M |
| ☑ | A-D-H-L-M |

☐

Q12. **You are working on a project where you estimate the following:**
**Your expected project duration is 8 days**
**Your optimistic project duration is 7 days**
**Your pessimistic project duration is 15 days**

**Calculate each of the following estimates to the nearest day.**

**Answer**

| | Estimated duration |
|---|---|
| Three point estimate | 10 |
| PERT estimate | 9 |

Q13. **When does the process of schedule control end for a project? Tick your response.**

**Answer**

| Choice | Possible Answers |
|---|---|
| ☐ | When the schedule baseline has been approved |
| ☑ | When the project has ended |
| ☐ | At the end of a major project milestone |
| ☐ | When work on the project has started |
| ☐ | When the project is forecast to finish on time |

***Please refer to the following information to respond to Q14. Q15. Q16. and Q17.***

**A project has the following activities with the following durations:**

| Activity | Duration in days |
|---|---|
| A | 1 |
| B | 2 |
| C | 4 |
| D | 2 |
| E | 1 |

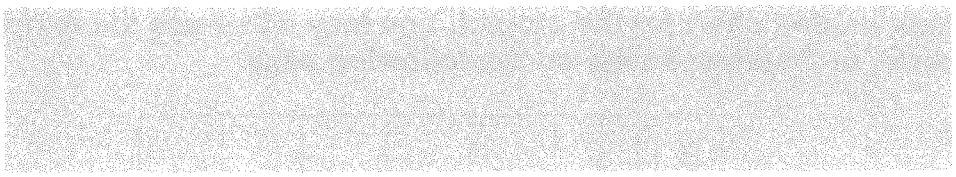
**The project also has the following activity dependencies:**
A and B can be done in parallel
A must finish before C can start
B must finish before D can start
Both C and D must finish before E can start

Q14. **Draw a Gantt chart for the project. You may either use the template below, or insert an image on the following page.**

**Answer**

| Task | Day 1 | Day 2 | Day 3 | Day 4 | Day 5 | Day 6 | Day 7 | Day 8 | Day 9 | Day 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | A | | | | | | | | | |
| | B | B | | | | | | | | |
| | | C | C | C | C | | | | | |
| | | | | D | D | | | | | |
| | | | | | | E | | | | |

**Answer**



Q15. **Detail activities on the critical path in the order in which they are performed.**

**Answer** A,B,C,D,E ☐

Q16. **Will the project's scope baseline be affected if Activity B is completed one day late but the other activities are completed on schedule? Fully explain the reason for your answer.**

**Answer** NO ☐

Q17. **Will the project's scope baseline be affected if Activity C is completed one day late but the other activities are completed on schedule? Fully explain the reason for your answer.**

**Answer** YES, E CAN NOT START BEFORE C IS FINISHED WHICH WILL PUSH THE START DATE OF E BACK ☐

Q18. **List five (5) advantages of a Gantt chart.**

**Answer** ☐

| Advantage | Description |
|---|---|
| 1 | • **Easy to schedule tasks** |
| 2 | • **Easy to understand** |
| 3 | • **Dates are clear** |
| 4 | • **Dependencies are clear** |
| 5 | • **Can be used for time management by plotting actual performance against planned performance** |

Q19. **List three (3) disadvantages of a Gantt chart.**

**Answer**

| Disadvantage | Description |
|---|---|
| 1 | **They can take a lot of time if they have to be updated often** |
| 2 | **They can become overly complex in larger projects as the number of activities grows** |
| 3 | **The bars show the time taken for tasks but do not show how much work is required to complete the task** |

Q20. **Explain the meaning of 'variance analysis'.**

**Answer** compares actual schedule performance with the schedule baseline.

Q21. **In project schedule control, variance analysis measures which of the following? Tick your response.**

**Answer**

| Choice | Possible Answers |
|---|---|
| ☐ | Scope performance with schedule baseline |
| ☑ | Schedule performance with project baseline |
| ☐ | Schedule performance with schedule baseline |
| ☐ | Schedule performance with project schedule |
| ☐ | Schedule performance with milestone performance |

Q22. **Trend analysis is used for which of the following scheduling purposes? Tick your response.**

**Answer**

| Choice | Possible Answers |
|---|---|
| ☐ | Measuring whether our project is on schedule or not |
| ☑ | Forecasting the future project schedule performance |
| ☐ | Determining which project activities are behind schedule |
| ☐ | To determine if a project activity is outside of a variance threshold. |

Q23. **A project schedule can only be changed by which of the following? Tick your response.**

**Answer**

| Choice | Possible Answers |
|---|---|
| ☐ | The project manager |
| ☐ | The project foreman |
| ☐ | By notifying the project sponsor |
| ☑ | By raising a change request |
| ☐ | By any member of the project team |

☐

Q24. **Explain the purpose of using schedule compression in project management.**

**Answer**

**is one tool that can bring a delayed project back to conform to its schedule baseline.**

☐

Q25. **Discuss what is meant by 'fast tracking' in project management.**

**Answer**

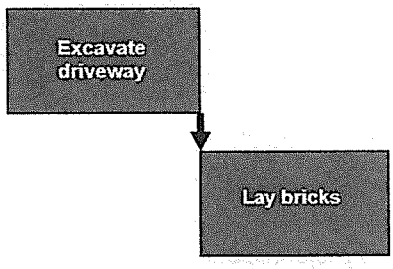
where activities that are normally done in sequence (finish-to-start) are partly done in parallel

☐

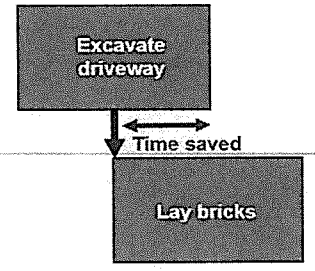
Q26. **Draw a diagram that shows how fast tracking can save time on a project.**

**Answer**

**Original schedule**




**Fast tracked schedule**



Q27. **Describe what is meant by 'crashing' in project management scheduling.**

**Answer** Schedules can be compressed by crashing – through shortening the project duration by adding resources

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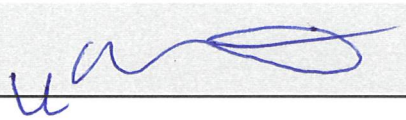
## PRACTICAL ASSESSMENT INSTRUCTIONS

The following practical assessment will require the Participant to complete work related activities.
The Assessor will conduct observations of the Participant's work to determine whether they display sufficient practical skills and knowledge.
Please fill in the details below – providing your name, signature and date of assessment.
The Participant's signature acknowledges that the Assessor provided clear instructions and the Participant understood what was required to complete this assessment.
The Assessor may substitute a Practical Task with an alternate task of equal value.
Alternate tasks must be fully documented by the assessor in the Assessor Comments area.

Participant name: Mark Brownlie

Participant signature: 

Date: 11/03/2022

Assessor name:

Assessor signature:

Date: Click here to enter a date.

| Task | Task outcome (Tick) | |
|---|---|---|
| | Satisfactory | Not Yet Satisfactory |
| Task 1 | ☐ | ☐ |

## ASSESSOR COMMENTS

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## Practical Task 1

**Description of task:**
A suitable observer is to verify the participant's ability to manage time during projects, including:

- Determining the project schedule
- Assessing time management outcomes

The participant is to gather evidence of how they have completed each component of the Practical Task, which is to be submitted with this Practical Assessment sheet. Evidence to be submitted may include:

- Construction plan
- Gantt chart
- Short term and long term plans

The observer is to provide detailed comments on the tasks completed by the participant. The assessor is to verify the observer's comments in the Assessor Comments section, and provide the Practical Assessment outcome on the front cover of this document.

**Resources required:**
Computer.

**Assessment of task**

| | |
|---|---|
| **Name of participant:** | MARK BROWNLIE |
| **Name of observer:** | |
| **Role of observer (Confirm suitability to sign):** | |
| **Email address of observer:** | |
| **Signature of observer:** | |
| **Date:** | Click here to enter a date. |

| **When completing the task, did the participant:** | **Tick if satisfactorily completed. Provide comments if left unticked.** |
|---|---|
| **1 Determine project schedule** | |
| Develop work breakdown structure with sufficient detail to enable effective planning and control. | ☐ |
| Estimate duration and effort to achieve project deliverables. | ☐ |
| Estimate sequence and dependencies of tasks to achieve project deliverables. | ☐ |
| Use project scheduling tools and techniques to identify schedule impact on:<br>Project time management<br>Resource requirements<br>Costs<br>Risks | ☐ |
| Contribute to achieving an agreed schedule baseline. | ☐ |

| | |
|---|---|
| Appropriately verbally communicate the schedule to stakeholders. | ☐ |
| **2 Implement project schedule** | |
| 1.3A. Implement mechanisms to measure, record and report progress of activities according to agreed schedule. | ☐ |
| 1.3B. Conduct ongoing analysis to identify baseline variance. | ☐ |
| 1.3C. Analyse and forecast impact of changes to the schedule. | ☐ |
| 1.3D. Review progress throughout project life cycle and implement agreed schedule changes. | ☐ |
| 1.3E. Develop responses to potential or actual schedule changes and implement them to maintain project objectives. | ☐ |
| **3 Assess time management outcomes** | |
| • Review schedule performance records to determine effectiveness of time management activities. | ☐ |
| • Identify and document time management issues and recommend improvements. | ☐ |

**The Participant's performance was: ☐ Satisfactory ☐ Not Satisfactory**

## OBSERVER COMMENTS