



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Integration Management

Version 1.01 Produced 18 October 2018

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Version control & document history

Date	Summary of modifications made	Version
5 May 2016	Version 1.0 produced following assessment validation.	1.0
18 October 2018	Version 1.01 Change to Practical Assessment	1.01

TABLE OF CONTENTS

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

TABLE OF CONTENTS	3
ASSESSMENT WORKBOOK COVERSHEET.....	4
CASE STUDY	5
Instructions to Student	5
Introduction.....	6
WORKBOOK CHECKLIST.....	25

ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 5
TITLE:	Integration Management
FIRST AND SURNAME:	Zac Markwell
PHONE:	0401970728
EMAIL:	zmarkwell@gmail.com

Please read the Candidate Declaration below and if you agree to the terms of the declaration sign and date in the space provided.

By submitting this work, I declare that:

- I have been advised of the assessment requirements, have been made aware of my rights and responsibilities as an assessment candidate, and choose to be assessed at this time.
- I am aware that there is a limit to the number of submissions that I can make for each assessment and I am submitting all documents required to complete this Assessment Workbook.
- I have organised and named the files I am submitting according to the instructions provided and I am aware that my assessor will not assess work that cannot be clearly identified and may request the work be resubmitted according to the correct process.
- This work is my own and contains no material written by another person except where due reference is made. I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.
- I am aware that there is a policy of checking the validity of qualifications that I submit as evidence as well as the qualifications/evidence of parties who verify my performance or observable skills. I give my consent to contact these parties for verification purposes.

Name : Zac Markwell

Signature:

Date: 21.7.2020

CASE STUDY

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 advisor to the project team at Awesome Landscapes Pty Ltd. Specifically you are required to provide independent advice on seeing their current project through the entire life cycle.

You have already provided advice to them in the previous four workbooks.

The project manager has advised the project is now complete, and is about to archive all the project documentation.

Your task is to evaluate the supplied project documentation and to ensure all due diligence has been completed.

You will need to compare the project plan with the previous version to ensure it is ready for closure.

Project Charter version 4 (.pdf)

Project Plan version 4 (.pdf)

Project Gantt Chart version 4 (.mpp)

[Project Gantt Chart version 4 \(.pdf\)](#)

Project Network Diagram version 4 (.pdf)

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(username: cstclearner password: CstcPty@123)
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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. Sam has asked to you check the Project Plan for anything that is missing. He has been very busy but appears to have done all the necessary finalisation of the plan ready for sign off.

He has mentioned the final report or lessons learnt documentation has not been included, and the project archiving checklist have not been completed either. You will be assigned to complete these later.

Examine the Project Charter (version 4) and Project Plan (version 4) and identify four (4) things that are missing.

Guidance:

- a. Assume the Project Gantt Chart and the financial figures in the summary/detailed costing tables are up to date as these have already been audited. Also remember this final project plan is in draft, and will not be signed off until the final acceptance meeting in a few days' time.
- b. Take note of the following:
 - i. Version control.
 - ii. The updates from the project in the other workbooks you have completed in previous workbooks.
 - iii. Check the project archiving checklist for everything that should be included

- a. Change request 3 not showing new digging contractor statement of work, still representing JP Digging as contractor in tasks and procurement plan
- b. Project risk review not updated to reflect change request 3
- c. None of the change request are signed off or any signatory from the steering committee reflected in the project plan for the initial start of the project.
- d. No QA / test procedure sign off

Specific practice, tool or technique being used:	
Interpersonal skills	
What action was undertaken?	None
What was the result?	Resignation of two employees
What might have been a more preferred result?	Not to lose project team members
What might have created the more preferred result?	Communication and better management of resource
What is the specific lesson learnt?	
Better communicate project specific and manage human resources appropriate to reflect job security to employees.	
How could one identify a similar situation in the future?	
Major project changes	
What behaviour is recommended for the future?	
Communication and temporary reallocation of roles	
Where and how can this knowledge be used later in this current project?	
Closure of project	
Who should be informed about this Lesson Learnt:	

Mentoring and upskilling							
Specific practice, tool or technique being used:							
Communiation							
What action was undertaken?	Enrolled in a email/ horticulture project specific courses						
What was the result?	upskilling in project specific and requirements						
What might have been a more preferred result?	Pre-trained and experienced in project requirements						
What might have created the more preferred result?	Pre-training or higher more experienced candidate						
What is the specific lesson learnt?							
Understand skills required for rolls of management							
How could one identify a similar situation in the future?							
review of employee or advertise suitable candidate and review options							
What behaviour is recommended for the future?							
Review available option and project requirements							
Where and how can this knowledge be used later in this current project?							
Closure of project							
Who should be informed about this Lesson Learnt:							
x	Executive(s)		Project Manager(s)		Project team (s)		All staff

Exclusions

Stage 1 – Pre-building

Removal of vegetation in areas being cleared and replanting/maintaining the plants for replanting in stage 3.

- Sourcing and maintenance of any additional native plants to be planted at the end of the project.
- Removal of trees (these will remain in the ground, and buildings will be erected around them).
- Planting of new trees.

Access roads through the existing forest for builders to access each building site.

- Sealing of roads or car park.
- Maintenance of main road up the mountain to the resort property.
- Construction of any foot paths.
- Construction of any bridges, culverts.
- Construction of any electrical services (e.g. street lighting, power access to chalet sites).

etc.).

Retaining walls to provide stability around the buildings.

- Construction of foundations.
- Planting around retaining walls.

Stage 2 – Building Support

Monitoring the building site for erosion, subsidence or other environmental issues.

- Monitoring and maintaining partially and fully constructed buildings.
- Monitoring and maintaining the main road.
- Creation of additional retaining walls.

- Onsite security (this is provided by the chalet development project).

- Any building, decorating or furnishing of the chalets.

Excavation for incoming utilities (electric cable, water supply, etc.).

- Installation of utilities.
- Installation of service points at either road or chalet end.
- Provision or delivery of utility raw materials or installation equipment.
- Testing of the utilities (this will be done by the building contractors when the cables and

pipes have been laid, but before they are buried.

- Weather damage.

Excavation of sewerage and septic system.

- Installation of pipes and tanks.
- Construction of septic system buildings or other infrastructure.
- Provision or delivery of pipes and tanks.

Maintaining the plants removed in stage 1.

- Purchase and maintenance of additional native plants to replace any that had perished.
- Removal of additional plants or weeds from the building sites.

Stage 3 – Planting and Landscaping

Diversion of stream and creation of water channels through resort in between the chalets.

- NA

Conversion of most access roads into landscaped walking paths.

- Construction of any roads within the resort.
- Construction of any hand rails (this will be done by builders in the chalet development

project once we have finished developing the paths.

Erection of signage around resort.

- Sign design or sign writing.

Detailed landscaping around chalets and paths.

- Any pot plants to go around or inside chalets.
- Development of any ongoing maintenance plan.

Planting of native plants removed in stage 1 plus additional native plants back into landscaped areas to blend in with forest.

- Purchase, delivery of planting of any exotic species.
- Development of any plant maintenance plan.

Cost (Budget vs. actual)

Budget of \$444,253 actual cost of \$514,892

Time (Estimate vs. Actual)

Review and audit project issues and restraints and reflect findings in project closure.
Lessons Learnt Ensure the project sponsor expectations are meant and site team members are trained and knowledgeable in project requirements and specifics.
Recommendations Ongoing communication with sponsor of project outcomes and issues. Ask sponsor for preferred contractors. Upskill employees to ensure well managed future projects.
Time
Process Review Understand project milestones Update project timeline to reflect change request and change of ownership Communicate any changes and issues with the schedule to the project steering team ensuring an understanding of the extended project timeline.
Lessons Learnt Check supply/demand requirements of materials
Recommendations Contact supplier about project deliverable and understand their delivery process and reflect this is managing the project
Cost
Process Review Cash flow didn't match completed task at start of project. Itemise cost to reflect completed tasks, to ensure projects remains on budget. Update cost schedule to reflect change requests and project timeline Request adjustment to procurement payments to match change request to allow for easier payment of invoices.

Lessons Learnt Ensure cost procurement cover any change request that are approved.
Recommendations Communicate any change request with updated cost schedule to steering committee.
Quality
Process Review Understand inclusions and exclusion of project Project team members understand the standard of quality that need to be delivered Reviewing of completed works and contactor Contractors understand project specific environmental standards to uphold.
Lessons Learnt Hire contractors with previous experience in similar quality demanding projects
Recommendations Research contractors or ask for preferred contractors recommended by project team
Human Resources
Process Review Understand project tasks and recruit project team to meet requirements Ensure all members understand allocated tasks and understand company methods. All workforce is trained and project specific qualifications.
Lessons Learnt Site manager not meeting communication requirements
Recommendations Constantly upskill or hire experience workforce
Communications
Process Review Reoccurring meeting to discuss project specifics

Recommendations

Delegate greenhouse maintainer for duration of stand down period to ensure plants are health and able to be replanted instead of purchasing new plants to meet project quality requirements.

Project Integration

Process Review

Engaged suitable contractors to meet project requirements

Understand new project sponsors and their concerns

Reflect project sponsors change request and engage new contractor

No real changes needed to project plan due the structure was well formatted for the project

Lessons Learnt

Well formatted project plan helps communicate project deliverable to new sponsor when project ownership changes.

Recommendations

Future project plans to mimic format presented for Cascade Peaks projects.

4. Sam has approved the report in the above question to be distributed. He has also updated the project plan following your advice. Now he is ready for the project closure meeting. He has assigned you the task of organising this meeting.

Answer the questions that follow.

- a. Who will attend this meeting?

Guidance: List the attendees by name, job title, and organisation).

Terrence Mackay, Stephen Lyons, Kate Chan, Kim Nguyen and Sam Ng.

- b. What information will each person need before the meeting?

Information must indicate this is the final version at completion. The Gannt chart must have all tasks completed. Lesson Learnt documentation must be included into project plan and all issues been documented or closed out. A copy of a project completion must be completed and a final audit of the project and cost must be presented. All documents to be presented in there final draft format for perusal of members.

- c. Which documents (and which version number of each document) will need to be printed off for the meeting?

Version 4 Project plan

Project completion report

Final version of the project plan

Project archives checklist

Formal acceptance and closure
d. Which of these documents will require signatures?
Project Completion report Formal acceptance and closure Project Plan Final Gannt chart
e. Who will need to sign off on these documents?
Terrence Mackay, Stephen Lyons, Kim Nguyen, Sam Ng
f. Do you believe the project objectives aligned with the objectives of Awesome Landscapes throughout the entire project life cycle? Explain your answer.
Yes it reflects Awesome landscapes company objective. It is the first project they have completed that is eco-friendly and in close communication with the project sponsor. This project reflects their vision statement and has been produced in guidance of their ever-changing project plan. It is sure to bring them further business with in the Cascade Peaks community.
g. What needs to be done after the meeting to complete the closure of the project?
Payment of invoices, audit of deliverables, review results, archive results electronical and hard copy and handover of project deliverables.

WORKBOOK CHECKLIST

When you have completed this workbook, please ensure you have completed all parts of it:

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