



**SUCCESSION  
TRAINING**

# **BSB51415 Diploma of Project Management**



## **The Project Life Cycle**

**Version 1.11 Produced 16 October 2018**

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Version control & document history

| <b>Date</b>     | <b>Summary of modifications made</b>                   | <b>Version</b> |
|-----------------|--------------------------------------------------------|----------------|
| 14 April 2016   | Version 1.0 produced following Training Package update | V1.0           |
| 22 June 2017    | Updated Table of Contents.                             | V1.1           |
| 16 October 2018 | Change to Practical Assessment                         | V1.11          |

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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 :**Paul Russo

**Signature:**

**Date:** 14/4/21

## WRITTEN QUESTIONS

1. Below are the different stages of the lifecycle of a project. Match each lifecycle stage to its correct description.

Write the letters that correspond to your answers in the spaces provided.

|   | Stage          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| c | Scoping        | a. It is during this phase that a project management plan is developed all comprehensive of individual plans for – cost, scope, time, quality, communication, risk and resources. Some of the important activities that mark this phase are - making WBS, development of schedule, milestone charts, GANTT charts, estimating and reserving resources, planning dates and modes of communication with stakeholders based on milestones, deadlines and important deliveries. |
| a | Planning       | b. It is in this phase that the project deliverable is developed and completed, adhering to the plan as developed in the previous phase. The project execution and project monitoring and Control are the 2 phases that mostly occur simultaneously. A lot of project management tasks during this phase capture project metrics through tasks like status meetings and project development updates, status reports, human resource development and performance reports.    |
| b | Implementation | c. A project is formally started, named and defined at a broad level during this phase. Project sponsors and other important stakeholders perform their due diligence on whether or not to undertake a project, or choose to undertake one project over another. Depending on the nature of the project, feasibility studies are conducted or as it may require.                                                                                                            |
| e | Monitoring     | d. It includes a series of important tasks such as making the delivery, relieving resources, reward and recognition to the team members and formal termination of contractors in case they were employed on the project.                                                                                                                                                                                                                                                    |

|   |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| d | Closing | e. This phase mostly deals with measuring the project performance and progression with respect to the project management plan. Scope verification and control to check and monitor for scope creep, change control to track and manage changes to project requirement, calculating key performance indicators for cost and time are to measure the degree of variation if any and in which case corrective measures are determined and suggested to keep project on track. |
|---|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2. Consider a project that you are currently working on or you would most likely work on in the future.

Provide an outline of typical project phases that would take place during the Implementation Stage of this project.

Project: Construction of a residential 5 bedroom house

Phases during the implementation stage are as follows

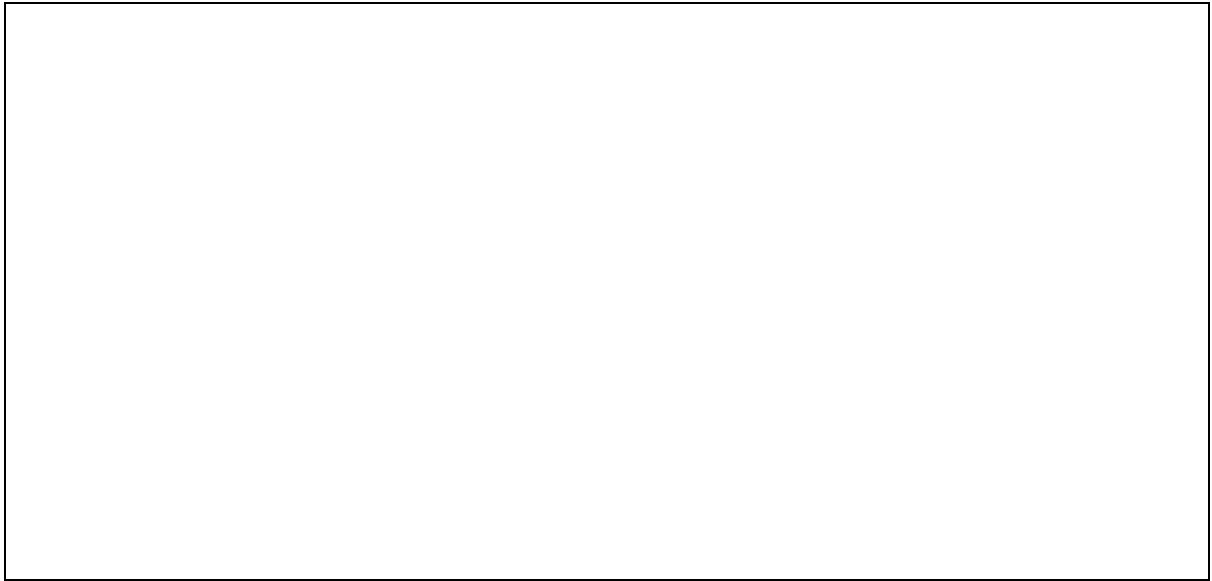
Phase 1: Base Stage – Survey set out of site, excavation & levelling, construction of foundations & base slab

Phase 2: Frame stage – Erection of timber frame, lintels, door openings, rough in of services etc.

Phase 3: Enclosed stage – Sheeting/gyprock to walls, insulation, roof installation

Phase 4: Fixing stage – Installation of fixtures i.e. sinks, tapware, lighting, doors, cabinetry etc.

Phase 5: Practical completion stage: External works, final clean, handover of keys



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 scope, time and cost are determined as early in the project lifecycle as practically possible.                                                                                                                                                                                                                                       |
| b         | Predictive life cycle                   | c. The project phases repeat one or more project activities as the project team's understanding of the product increases.                                                                                                                                                                                                                           |
| c         | Iterative/incremental life cycle        | d. In this structure, a new phase starts only when a previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule.                                                                                                                                                 |
| a         | Adaptive Life Cycle                     | e. This is where a phase starts prior to the completion of a previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase. |

4. Which of the following are activities that usually take place as part of the closing of a project?

Select all that apply.

|                                     |                                                                                  |
|-------------------------------------|----------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | a. Project evaluation                                                            |
| <input checked="" type="checkbox"/> | b. Warrantee requirements                                                        |
| <input type="checkbox"/>            | c. Create communications log                                                     |
| <input type="checkbox"/>            | d. Develop project management plan                                               |
| <input checked="" type="checkbox"/> | e. Writing and delivery of project final report                                  |
| <input checked="" type="checkbox"/> | f. Finalisation of accounts and other financial documentation                    |
| <input type="checkbox"/>            | g. Delvelop project charter                                                      |
| <input checked="" type="checkbox"/> | h. Handover of project deliverables                                              |
| <input checked="" type="checkbox"/> | i. Settling of financial liabilities                                             |
| <input checked="" type="checkbox"/> | j. Project evaluation                                                            |
| <input type="checkbox"/>            | k. Identify stakeholders                                                         |
| <input checked="" type="checkbox"/> | l. Signing off by the project sponsor                                            |
| <input checked="" type="checkbox"/> | m. Finalise lessons learnt documentation and communicating it where needed       |
| <input checked="" type="checkbox"/> | n. Transition of responsibility or ownership of project deliverables or products |
| <input checked="" type="checkbox"/> | 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 Plan    | This is a substantial document which includes every part/aspect of the project to a highly detailed level. It will encompass the ten functions of project management. Each function will require it's own plan & supporting appendices. |
| Project Charter | The purpose of this document is to give a broad & concise summary of the project for a project sponsor/client. It will outline the scope, duration, cost & the quality requirements of the project.                                     |

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                                                                                                                                                                                                                                   |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Phone                 | This media is useful for obtaining or providing information instantly by talking to another person. It allows you to convey information to another person on a project very quickly & is arguably the most effective means of communication. |
| Email                 | This media is useful for sending documentation electronically to different parties on a project. Allows information to be clearly setout which may be misinterpreted verbally and provides an official record/paper trail.                   |
| Face to face meetings | This media is useful for conveying information to a group of people on a project. It may be in the form of weekly meetings where progress on the project is reported & any issues can be raised and rectified.                               |

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.

| <b>Communication Method</b> | <b>Discussion</b><br><i>(with at least one (1) specific example or scenario for each communication method)</i>                                                                                                                                          |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Verbal communication        | Verbal communication is applied via speech between 2 or more persons on a project. This may be in the form of a telephone call between two individuals on a project.                                                                                    |
| Non-verbal communication    | Non-verbal communication is applied via hand gestures & body language on a project. For example, a project manager may point towards a particular diagram on a whiteboard to his team while while talking to indicate which diagram he is referring to. |
| Written communication       | Written communication is applied via email or written letters. For example, a project manager may send out an email to the wider project team to communicate changes to the master program.                                                             |

10. List two (2) types of project management information systems (PMIS) and, in your own words, discuss how each is applied in project management.

Do not exceed 50 words for each discussion.

| Information systems | Application                                                                                                                                                                                                                                                     |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Computer Based PMIS | This type of PMIS is applied in the use of scheduling, costings & plans for a project. Microsoft Project is an example of a computer based PMIS and is utilised to provide a detailed step by step program for a project.                                       |
| Web Based PMIS      | Web Based PMIS is utilised in situations where members of a project team are at different locations at any one time and can provide a central point of information. An example of this would be Teambinder which is web based and accessible from any computer. |

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**

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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                                                                                                                                                                                                       |
|---------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kim Nguyen    | Director, Awesome Landscapes Pty Ltd                 | The director is required to sign off on the project plan because she is the head of the organisation undertaking the works.                                                                                      |
| Sam Ng        | Project Manager, Awesome Landscapes Pty Ltd          | The project manager of Awesome landscape is required to sign off on the project plan. The plan is the manager's complete guide to the project and they must have knowledge of the content.                       |
| Kate Chan     | Project Manager - Timber Home Construction Ltd       | This person is a stakeholder and needs to sign off on the project plan as they are the project manager of the company which is constructing the chalets. She will need to liaise with the other project managers |
| Stephen Lyons | Planning Manager - Cascade Peak Shire Council        | This person is a major stakeholder as he will need to sign the project off as per council approval (the regulator)                                                                                               |
| Susan Wills   | Program Manager – Massive EcoDevelopment Corporation | This person is a major stakeholder i.e. the developer/client, hence she will need to sign off on the project plan as she has a direct interest in the project                                                    |

## 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. Yes. Page 6 under 'Authorisation'. It includes a table of the project steering committee which have signed off on the approval of the project plan. This section also highlights that the information contained within the project plan is compatible with the approved council application.
- b. Yes. Under 'document management' on page 1 there is a table with the names of the distribution list along with signatures & dates.

## 3. How will the Project Outcomes be reported?

Outcomes will be reported as per the following:

- Lessons learnt evaluation session will be held at the end of the project
- Performance reporting after every change request
- The project plan must be updated to a new version inclusive of the latest Gantt chart & status report and any other relevant documentation
- Final report to be completed at the conclusion of the project utilising the template in Appendix 42

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                                                                                                                                                                                                                                           |
|---------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sam Ng        | Project Manager – Awesome Landscapes Pty Ltd          | Sam is apart of the steering committee and must be informed of progress. As the project manager he will use the performance reporting to implement any required changes.                                                                             |
| Kim Nguyen    | Director – Awesome Landscapes Pty Ltd                 | Kim is apart of the steering committee and must be informed of progress. As the director of Awesome Landscapes she can make changes to the project as required by the reporting to improve progress.                                                 |
| Kate Chan     | Project Manager - Timber Home Construction Ltd        | Kate is apart of the steering committee and must be informed of progress. As project manager of the separate chalet building project, she must use the progress reporting as a tool to aid in her in effectively interfacing with Awesome Landscapes |
| Stephen Lyons | Planning Manager - Cascade Peak Shire Council         | Stephen is apart of the steering committee and must be informed of progress. As the regulator, the progress reporting will be a tool he can utilise in order to ensure the project is complying with council approval                                |
| Susan Wills   | Program Manager – Massive Eco Development Corporation | Susan is apart of the steering committee and must be informed of progress. As program manager of the client/developer, she has a direct interest in the progress of the project                                                                      |

|               |                                                               |                                                                                                                                                                                                                                                                                            |
|---------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Robert Hinson | Project Manager –<br>Massive<br>EcoDevelopment<br>Corporation | Robert is apart of the steering committee and must be informed of progress. As the project manager of the client/developer, he must be aware of progress of the project as he will be responsible for the success of the project and must make decisions based on the progress/monitoring. |
|---------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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.

|                                     |                   |
|-------------------------------------|-------------------|
| <input type="checkbox"/>            | a. Scoping        |
| <input checked="" type="checkbox"/> | b. Planning       |
| <input type="checkbox"/>            | c. Monitoring     |
| <input type="checkbox"/>            | d. Implementation |
| <input type="checkbox"/>            | 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-development corporation will maintain effective integration between the three projects by requesting that the project managers of each project liaise with each other through their respective project life cycle to ensure any interfaces are effectively managed. Planning the projects separately rather than as one single project will ensure that each company can focus on it's technical area of expertise. Each of these companies will no doubt have their own subcontractors which they will have to manage. The project managers of each project will then report to the project manager of Massive eco-development corporation. The project manager can then make decisions accordingly to manage the interfaces between the projects where required.

The project manager of Timber Home Constructions, Kate Chan, for the separate project (Cascade Peak Chalets Building Project), is apart of the steering committee for the Awesome Landscape project & is required to sign off on the project plan. This will ensure that as the project manager of the separate project, she is aware of the progress of Awesome Landscape and she can effectively interface as required.

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.

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Payment of Remaining Invoices</b>         | All outstanding & un-paid invoices to sub-contractors & suppliers must be paid & settled prior to preparing the final documentation for project closure. This is required so that the financial position of the project can be realised. Payment of remaining invoices will also mean that any disputes with suppliers/subcontractors as well as any remaining works have been resolved/completed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Project Closure Meeting Documentation</b> | <p>Project closure meeting documentation consists of a project completion report, as well as a final update to the project plan.</p> <p>The project completion report is to consist of the results of the project, a lessons learnt section &amp; an audit report. The lessons learnt section will outline all of the mistakes and inefficiencies encountered throughout the life of the project. This can be archived for the organisation to be utilised in the planning phase of future projects to ensure that these mistakes &amp; inefficiencies are not encountered again.</p> <p>The project plan is to be updated with to a final version noting that the project has concluded. This must comprise of an updated version table, final Gantt chart noting the activities are complete, lessons learnt, resolved issues register, project completion report&amp; the final audit report.</p> |

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pre-meeting Audit</b>     | <p>Upon finalisation of the project closure meeting documentation, this documentation is to be collated and made available to an independent project auditor. This is to ensure that all of the documentation required for the final project meeting is in place with the correct information.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Final Project Meeting</b> | <p>The primary focus of the meeting is to formally handover the project to the client/sponsor (Massive Eco-development Corporation) with all associated documentation. The final project meeting is to be attended by all members of the project steering committee.</p> <p>The project closure documentation is to be distributed to all members, comprising of the project completion report, final version of the project plan, project archives checklist, formal acceptance and closure.</p> <p>This meeting will verify the accuracy of the report &amp; final project plan. A thorough review of the lessons learnt documentation will be undertaken. Following this, the completion report, project plan &amp; formal acceptance and closure is to be signed off by all members of the steering committee.</p> |
| <b>Final Project Invoice</b> | <p>Following successful submission &amp; review of the project documentation at the final project handover meeting, Awesome Landscapes will issue a final invoice to the client (Massive-Eco development corporation) which will close out the contract.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Project Archival</b></p> | <p>Following the payment of the final project invoice to Awesome Landscapes, all of the project documentation is to be archived for potential future use. An archive checklist is included in Appendix 44 of the project plan and is to be utilised to verify that all of the required project documentation has been archived in both hard &amp; soft copy. The hard copy files are to be stored at Awesome Landscaping. The soft copies shall be stored in a dedicated archival folder on their hard drive.</p> |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

8. How will the project be monitored?

The project will be monitored by means of internal & external quality audits. Council building inspectors will undertake routine auditing of the project to ensure that the works are being delivered in accordance with the Council approval. The project manager & support personnel will complete regular quality audits on the works to ensure compliance is achieved and maintained to a high standard.

The expectation is that Council building inspectors will complete an audit at the commencement of each month. As such, internal audits will be completed during the middle of each month. There is an audit report template in Appendix 36 which is to be utilised for all audits.

9. Review the objectives of the project.

- a. Do the objectives of the project align with the business objectives of Awesome Landscapes? Explain your reasoning.
- b. Do the objectives of the project align with business objectives of project sponsor organisation? Explain your reasoning.

Each discussion must be between 50 – 150 words.

- a. Yes. A fundamental business objective of Awesome landscapes is focussed on being environmentally friendly, namely; “To have an AWESOME environmental friendliness, where possible using native plant selections suited to the local climate to minimise on-going maintenance”. This is directly aligned to key objectives 3, 5 & 6 at the bottom of page 4 of the project plan.

- b. An objective of the project sponsor (Massive Eco-development corporation) is to construct (and now develop) eco lodges in ecologically sensitive areas of strong tourism demand throughout the country. Given that the eco-resorts are constructed in ecologically sensitive areas, this must be undertaken in an environmentally sensitive way, which again is directly aligned to the project key objectives 3, 5 & 6 at the bottom of page 4 of the project plan.

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**

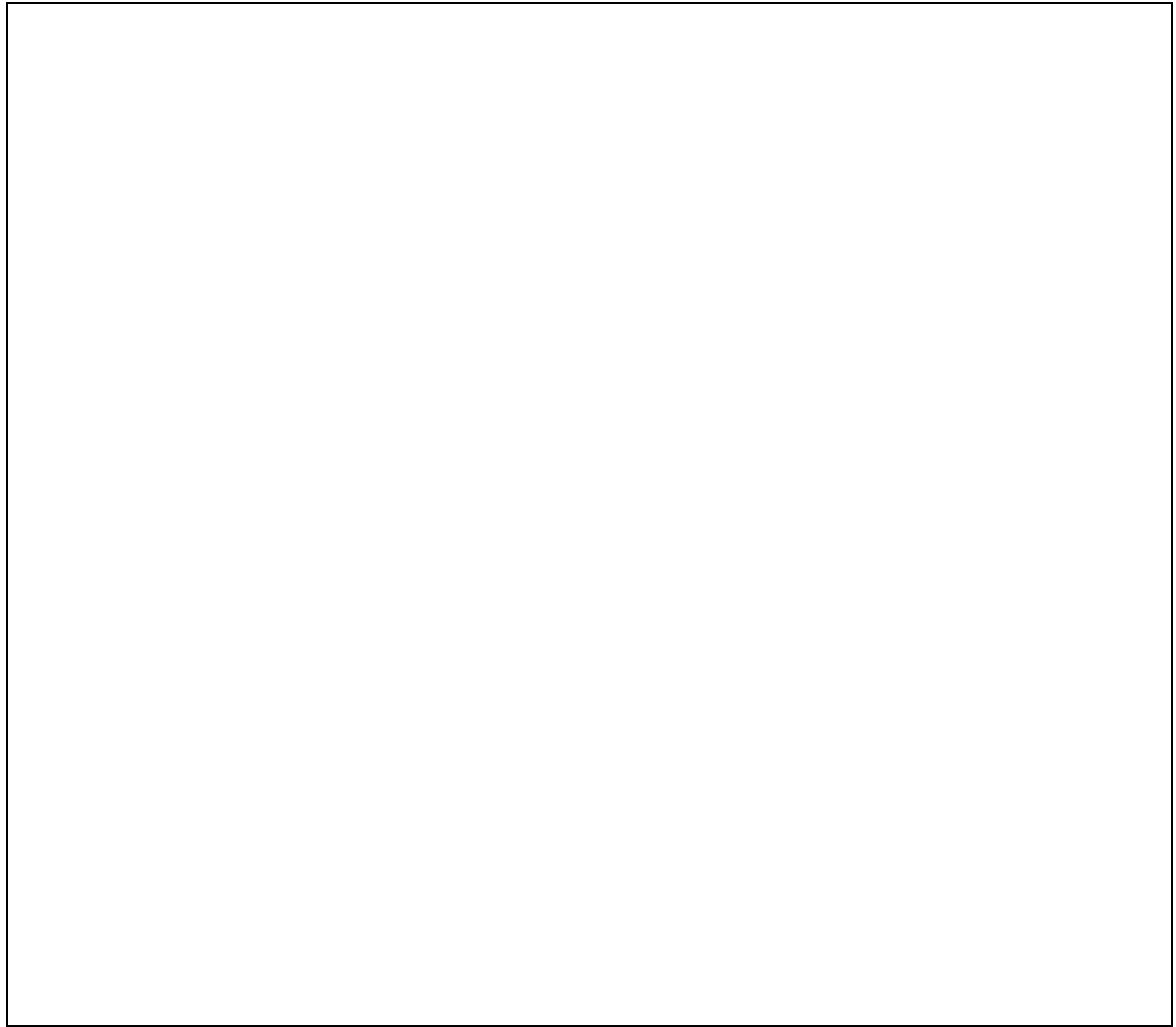
Answer Sam's question by providing in your own words a specific procedure for the approval of the construction of three additional retaining walls. When mentioning any people in the procedure, list them by name and job title.

The additional retaining walls is a change/variation to the original project scope. Section 1.3 of the project plan outlines the change control procedure which must be followed in this case. This is outlined below:

- 1) Sam Ng (project manager for Awesome Landscape) is to populate the information (three additional retaining walls) into a change request. The template is in the appendices of the project plan
- 2) The specific details of the change request are to be negotiated between Sam NG (project manager Awesome Landscape) & Susan Wills (program manager, Massive Eco-development)
- 3) The draft change request is then to be submitted to Stephen Lyons (planning manager, Cascade Peak Shire Council) who will advise if a new council approval is required
- 4) Susan Wills (program manager, massive eco-development) will commence the application process if a Council approval is required
- 5) Upon council approvals being granted, details in the change request are then to be included within the project plan and any other documentation as deemed necessary
- 6) The project plan needs to include a record of all the change requests completed to date, inclusive of an updated change register. The template for the change request is in Appendix 38. The template for the change register is in Appendix 37.
- 7) It is a requirement that all changes in the project documentation are to be colour coded by highlighted text as shown below. All text which has been

removed will have a strikethrough to provide evidence that it has been deleted and for traceability purposed.

- a. Change request 1 – Yellow highlighting
  - b. Change request 2 – Green highlighting
  - c. Change request 3 – Blue highlighting
  - d. Change request 4 – Pink highlighting
- 8) A face to face meeting is then conducted with the following personnel: Susan Wills (program manager, Massive Eco-development corporation), Stephen Lyons (planning manager, Cascade Peak Shire Council), Kate Chan (project manager, Timber Home Construction Ltd), Kim Nguyen (Director, Awesome Landscapes) as well as any other stakeholders which may be impacted by the change request
- 9) The change request is to then be signed off by the following stakeholders: Susan Wills (Program manager, massive eco-development corporation), Stephen Lyons (planning manager, Cascade Peak Shire Council), and Kim Nguyen (Director, Awesome Landscapes)
- 10) Finally, the changes are to be communicated and put into practise by Sam Ng (project manager, Awesome Landscapes).



## 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