



BSB51415 Diploma of Project Management



The Project Life Cycle

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14 April 2016	Version 1.0 produced following Training Package update	V1.0
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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 : Haydon Hall Signature: H.Hall Date: 26/12/2020

WRITTEN QUESTIONS

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

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

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

d.	Closing	e. This phase mostly deals with measuring the project performance and progression with respect to the project management plan. Scope verification and control to check and monitor for scope creep, change control to track and manage changes to project requirement, calculating key performance indicators for cost and time are to measure the degree of variation if any and in which case corrective measures are determined and suggested to keep project on track.
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2. Consider a project that you are currently working on or you would most likely work on in the future.

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

The following are the typical project phases that would take place during the Implementation Stage of a project:

1 - Initial Premises Infrastructure - Instal temporary water, sanitary services & the permanent in-ground plumbing.

2 - Structure - Installation of penetrations in slabs and walls for future connections of plumbing infrastructure and the commencement of installing above ground mains for provisions of future connection.

3 - Typical Works - Commencement of typical floors works including sanitary, water and gas installations as well as the continuation of installing penetrations in the structure for future connections.

4 - Fit Off and Commissioning - Installation of finished fixtures to previously installed pipework and also testing of installations.

Project management tasks during this stage would include status meetings, project development updates, status reports, human resource development and performance reports.

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.

x	a. Project evaluation
x	b. Warrantee requirements
	c. Create communications log
	d. Develop project management plan
x	e. Writing and delivery of project final report
x	f. Finalisation of accounts and other financial documentation
	g. Delvelop project charter
x	h. Handover of project deliverables
x	i. Settling of financial liabilities
x	j. Project evaluation
	k. Identify stakeholders
x	l. Signing off by the project sponsor
x	m. Finalise lessons learnt documentation and communicating it where needed
x	n. Transition of responsibility or ownership of project deliverables or products
x	o. Archiving of project documentation

5. The following are different methodologies used to break project objectives into achievable project deliverables. Match each of the following to its correct description.

Write the letter of your answer in the spaces provided.

Methodology		Description
d.	Project governance	a. A document that formally authorises a project or a phase. It includes the initial requirements that satisfy the stakeholders' needs and expectations. It provides the overall high level description of the strategies and goals of your project.
b.	Project management information system	b. An automated tool, such as scheduling software tool, a configuration management system, and information collection and distribution system or web interfaces to other outline automated systems.
a.	Project charter	c. A document covering all the details of the project down to a very detailed level. It can be presented in the form of a Gantt chart or any other document that displays project activities along a timeline.
e.	Work Breakdown Structure	d. It provides a management structure for the project manager and their team to deliver the project. It provides the support, processes and tools needed for the project to be delivered.
c.	Project plan	e. A document detailing the subdivision of project deliverables into smaller more manageable components.

6. Below are different types of project governance models. Match each model to its correct description.

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

Project governance model		Description
b.	Programmatic Based	a. In this model, project managers have a high level of authority to manage and control the project resources. The project manager in this structure has total authority over the project and can acquire resources needed to accomplish project objectives from within or outside the parent organization, subject only to the scope, quality, and budget constraints identified in the project.
c.	Matrix Based	b. A traditional structure in which program sector managers have formal authority over most resources. It is only suitable for projects within one program sector.
a.	Project Based	c. This model allows program units to focus on their specific technical competencies and allow projects to be staffed with specialists from throughout the organisation.

7. List two (2) documentation that must be created to record strategies and goals for integration processes. In your own words, briefly describe each documentation.

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	The Project Charter is a shorter report that is created for key stakeholders to get an overview of the project as they do not need to know all the details. Eg. What is being proposed, time frame, cost & quality are covered in this document.
Project Plan	The Project Plan is a large document which supplies a clear & extensive guide of the project. It includes every detail of the project that has been covered in the project charter & scope statement on a very comprehensive level.

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

Communication media	Discussion
Email	Ideal for sending electronic documents & information clearly so that it is not misunderstood. This is a great way to record the relay of information being sent.
Phone	Ideal for faster communication to relay information or gaining information from them (other person).
Video Conference	Ideal if you are unable to meet with someone face to face, as this tool allows you to have a meeting with someone face to face so you can have a detailed discussion yet the other person can be in a different location to you.

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	Verbal communication is used when speaking to your team or an individual. An example of verbal communication is using a distressed tone of voice to negotiate a price down on a particular item.
Non-verbal communication	Non-verbal communication is used in a face to face environment in the form of hand gestures and body language. An example of non-verbal communication is using stern hand gestures to lecture your team when they haven't been performing at a desired level.
Written communication	Written Communication is in the form of letters, documents and emails. An example of written communication is a follow up email on a conversation that has been had so that there is record of the particular conversation.

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	A computer based PMIS is best used when the whole project team are in the same space. It is a program that creates large amounts of information including plans, schedules, budgets etc which is very time consuming if done manually.
Web-based PMIS	A web-based PMIS is best used when the project team are located at different locations. This gives the whole team access to the PMIS without delay.

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	As Susan Wills is the representative of the project sponsor, she is required to sign off on the proposed plans, phases and stages of the project plan
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	As Stephen Lyons is the representative for the local council authority, it is important for them to sign off on the project plan to ensure all local authority guidelines are being met, along with any planning requirements for park closures etc
Kate Chan	Project Manager - Timber Home Construction Ltd	As Kate Chan is the Project manager for the organisation responsible for the construction of the chalets, it is important that the plan is signed off to meet the building timeframes and guidelines
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	As Kim Nguyen is the director of the landscaping company, it is important that the plan is in-line with what was discussed during the tender process
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	As Sam Ng is the the Project manager of the landscaping company, this will be their bible for the duration of the project. It is important that they are happy with what is being proposed.

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, the Project Plans does show evidence that it has appropriately been approved for commencement. In the authorisation section of the plan (page 6) it confirms that the plan has been ticked off for approval along with signatures by all required parties on 28 May 2016.
- b. Yes, the Project Plans does show evidence that it has appropriately been distributed to all stakeholders. In the Document Management section (page 1) it confirms that all stakeholders have signed off on the receipt of the document on 28 May 2016.

3. How will the Project Outcomes be reported?

Throughout the project, there will be regular progress reports completed. The progress reports must be completed 3-monthly or immediately after a change request. The report must use the standard template provided on Appendix 39 of the project plan.

In the closing stages of the project, the outcomes will be reported via Project Completion report template that is available on Appenidx 42 and will give a full analysis on the project.

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	To prove to Susan the status of the budget, schedule, changes and current scope.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	To report to Stephen the current status to enable him to plan any upcoming changes required to be approved/ planned by the local authority.
Kate Chan	Project Manager - Timber Home Construction Ltd	To ensure Kate is aware that landscape works do not damage or delay any work done to chalets.
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	As the Project manager of the landscaping company, Sam will need be kept in the loop 100% of duration of the project so he is aware of the progress & any upcoming changes.

5. At which stage of the project life cycle is the project?

Assume the current date is 7 May 20xx, where 20xx is the current year.

	a. Scoping
x	b. Planning
	c. Monitoring
	d. Implementation
	e. Closing

6. Discuss how Massive Eco-development Corporation is going to maintain effective integration between the three projects?

Your discussion must be 100 – 200 words in length.

Guidance: Why have the three projects been planned separately rather than being integrated into one single project? Discuss factors that ensure the effective running of the three projects running together as separate projects.

Massive eco developments will maintain effective integration between the three projects by having the project integration processes audited on a monthly basis. Most quality assurance will be conducted by the site supervisor as the landscaping work progresses. Any issues will be reported to the project manager. The project status reports will also have an integration monitoring section to ensure that it is running smoothly.

The three projects have been planned separately as each stage of the project involves different disciplines to complete each different stage, although the stages also need to integrate with each other to be able to commence work for example installation of services can not be done before the removal of vegetation as access to site would be compromised. Using the Gant chart as reference activities will happen sequentially to allow the project to run smoothly.

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	During this stage, this is where the project manager would seek all remaining/outstanding invoices from all contractors and suppliers to close the account or purchase order for that particular job.
Project Closure Meeting Documentation	Project closure meeting documentation is a report that is completed showing the results of the job (particularly the costs), any lessons learnt and an audit report from an independent auditor. During this time any issues outstanding must be closed out along with a project completion report. Following this, a project archives checklist must be completed and final acceptance and closure must be accepted by the client. The project plan must also be updated with the final change control version incorporated. The project plan must include: - Version control must indicate that it is the final version - Gantt chart must indicate that the project is complete - Lessons learnt documentation included - all issues in the issues register have been closed out. - copy of the project completion report must be included - a final audit report on the project

Pre-meeting Audit	A pre-meeting audit is an assessment of the closure documentation that is undertaken by an independent assessor. This must take place prior to a final project closure meeting taking place.
Final Project Meeting	The final project meeting is consultation with all of the project steering committee who are all required to attend. During this meeting, all documents that were assessed by the independent auditor are circulated to all committee members. This includes: - project completion report - final version of the project plan - project archives checklist - formal acceptance and closure. Confirmation of the accuracy of the reports is completed followed by an in depth discussion with the committee on any lessons learnt to be amended on any future projects. The completion report, project plan and formal acceptance and closure must be signed off by the steering committee which is provided on Appendix 43 of the project plan.
Final Project Invoice	Once all of the required finalisation documentation is completed, the contractor will raise a final invoice for the concluding contract payment.

Project Archival	Once the final payment is received and the contract is finalised, all project documentation must be archived. This is often done in both hard copy at the contractor's headquarters and soft (electronic) copy, usually on the company network or server.
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8. How will the project be monitored?

The project deadlines and milestones will be closely monitored in-line with the project Gantt Chart.

Quality Audits will be undertaken monthly, both internally and by the council. The council is due to come to site at the beginning of each month, therefore an internal audit will be completed at the middle of each month. An Audit report is required to be completed. The report template is available on Appendix 36 of the project plan and is to be used for both internal and external audits. The outcome from the audits must be included in the status reports.

Furthermore, Awesome Landscapes Pty Ltd will monitor the project through regular updates of the project status report template that is available via Appendix 39 (page 127) of the project plan.

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. I do believe that the Business objectives of Awesome Landscapes Pty Ltd align with the project objectives for the Cascade Peak program. In the project plan, the Awesome Landscapes business background and mission/vision statement aligns with the key objectives for the project. The main emphasis in their vision statement and key objections is within the minimal impact on natural flora and fauna through practical landscaping solutions by using native vegetation and landscaping that will blend in with natural setting.

- b. In my opinion, I believe that the Cascade Peak Chalets project does align with the business objectives of Massive Eco-Development Corporation. Massive Eco-Development Corporation, along with Timber home constructions' main focus is their emphasis on using ecological construction methods, which would not be a main focus of other construction companies if a major tour operator was to build a hotel/lodge themselves.

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.

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