



BSB51415 Diploma of Project Management



The Project Life Cycle

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Version control & document history

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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 : Darren Emery

Signature:

Date:

23/10/2020

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.

Most Projects that I work on are scheduled with an overlapping phase-to phase relationship. Due to the tight time frames that is asked by our clients.

3. The following are various structures in which the Implementation Stage of the project can be carried out. Match each structure to its correct description.

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

Structure		Description
D	Sequential phase-to-phase relationship	a. Projects intended to respond to high levels of change and ongoing stakeholder involvement. Also very iterative and incremental but differ in iterations being very rapid (2-4 weeks) and are fixed in time and cost.
E	Overlapping phase-to-phase relationship	b. The project phases (more commonly known as iterations) repeat one or more project activities as the project team's understanding of the product increases.
C	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
B	Iterative/incremental life cycle	d. In this structure, a new phase starts only when a previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule.
A	Adaptive Life Cycle	e. This is where a phase starts prior to the completion of a previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase.

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

Select all that apply.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	A Project Charter is a formal document 2-3 pages that gives the key stakeholders a brief summary of the scope, estimated cost, estimated time frame and what sort of quality to expect. This also can include major Exclusions, assumptions, risks and how things can be communicated.
Project Plan	A Project Plan is a formal document that gives the project manager all the details of the project. this document is usually between 100-200 pages and covers the 10 functions of project Management.

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
Phone	phone calls are a type of verbal communication and can result in quick resolutions or information.
E-mail	E-mail is a great way for a paper trail. Writing a good email is important to clearly communicate instruction.
Meetings	meetings can take place face to face or via internet using teams, zoom or other platforms. this can help get many stakeholders together to discuss problems and come up with solutions.

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	On a project verbal communication is often done by phone. so if a Project manager needs to dicuss a problem with the site supervisor he will call to discuss the matter to try and find a solution or give instruction of how to proceed.
Non-verbal communication	Non-verbal comminication is often done with body movements. Such as if 2 tradesman are arguing about something they often are waving there arms around giving the imprsion of there frustrastion.
Written communication	Witten commnication is often done via email or reports. When working on a project one form of written communication is a weekly report given to the stakeholders.

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
MS Project	In the company that i work for MS Project is used. This my not fully quallify as a PMIS but it is what we use for planning and scheduling our projects. using Gantt charts. small construction company.
monday.com	This is a PMIS that Costco & GE uses to in there teams coordination & workflow.

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	Susan is the project sponsors representative and has final say on project contrats & other documents
Stephens Lyons	Planning Manager - Cascade Peak Shire Council	Stephen is the representative for the local council & regulatory bodies.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate is a responsible for the construction of the chalets.
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	Kim is the the senior manager of the landscaping and utimatly responsible for delivery of the lanscaping. Also the one that Sam Ng reports to.
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	Sam is the PM of the lanscaping and is reponsible for provding communication to all stakeholders in regard to the landscaping.

2. Review the Project Plan.

- a. Does the Project Plan show evidence that the project has been appropriately approved for commencement?
- b. Does the Project Plan show evidence that it has been distributed to all stakeholders who are required to have a copy?

Guidance:

If it has been approved and distributed, indicate which section(s) or page(s) in the Project Plan indicate so. If not, explain what needs to be done to have the project approved for commencement.

- a. The Project Plan has been Approved as the approved box is ticked. This is shown on Page 6 of the Project Plan with all parties named, Titled & signed. It is also dated the 28 May 2016

- b. The Project Plan has been distributed to all parties as shown on page 1 of the project plan with all parties named, Titled & signed. No revisions of the plan have been issued so it is all ok. However in the real world it is unlikely that it is distributed and approved on the same day as people have to review before signing.

3. How will the Project Outcomes be reported?

With Project Progress Reports & Weekly or Monthly face to face meetings.

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	Has an interest in completion of phases & change requests. also concerned about time frames & costs
Robert Hinson	Project Manager - Massive Eco-Development	Has an interest in completion of phases & change requests. also concerned about time frames & costs.
Stephens Lyons	Planning Manager - Cascade Peak Shire Council	Inform council of progress and regular audits. including any possible enviromental issues.
Kate Chan	Project Manager - Timber Home Construction Ltd	to ensure the landscaping works do not delay any of the work on there Chalets
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	Delivery of project within the budget and time frame agreed.
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	the person who is running project and creates the report (may do it through the project administrator)

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

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

☒	a. Scoping
☐	b. Planning
☐	c. Monitoring
☐	d. Implementation
☐	e. Closing

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

Your discussion must be 100 – 200 words in length.

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

Each of the 3 projects are different things involving different companys. and running 3 separate phase/timelines will achieve better results. This will also help with cost, and management of such a large scale project. As companies specialise in the different things the project will run smoother and there should be less issues if you get the experts of there field to do what they do best. you don't get a builder to landscape or a landscaper to build a house. It will be important for there to be a good plan for the communication between the three.

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	All remaining invoices are to be paid within the 28days as per Project Plan or earlier so the closure documents can be prepared.
Project Closure Meeting Documentation	Fill out appendix 42 - Project Completion Report template to analyse the project including scope, time, cost, quality, etc to get lessons learnt and recommendations for future projects. At this time all issue registers need to be completed. This meeting will also prepare the formal acceptance and closer document and the archive checklist.
Pre-meeting Audit	All the documentation in the Project Closer Meeting is reviewed by a third party project auditor. this is to help make sure nothing is missed before the final meeting.

Final Project Meeting	The project steering committee are who is in attendance at this meeting. They discuss the lessons learn for there future projects. all are give a project completion report, the final version of the project plan & formal acceptance and closer documentation to be signed if not already. all keep copy for there own records.
Final Project Invoice	Once the final documentation is delivered the final invoice can be delivered for payment.
Project Archival	At the end of the project the documents should be archived both hard copy and electronically. any hard copy documents need to be scanned for the electronic archive. My company now is only using electronic archiving as more is being done eletronically.

8. How will the project be monitored?

Through reporting & auditing to the steering committee.

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. The objectives of the project do align with awesome landscaping as they have done many projects similar to this one. it will also give them more ongoing maintance work in the future as they are already doing some. They have also worked with councils and environmental items before. As it is a large project it also alines with there mission statement of being a leader in the field of large scale landscaping development.
- b. Besides the fact that both are large bussiness. They are working towards the future and building eco-friendly resorts. Not just this one but they have plans for future developments. This means possible future working relationships. Also when the project is complete more torists which will mean more local work for hotels and ski parks.

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 first thing Sam would do is refer to the project plan in regards to Change control. Which tells him to fill out a Project Change Request template found in Appendix 38 of the Project Plan. Both Sam Ng (Project Manager - Awesome Landscapes) & Susan Wills (Program Manager - Massive Eco-Development) will negotiate the details. Sam will then draft a change request & send to Stephen Lyons (Planning Manager - Cascade Peak Shire Council) to see if new approval is needed. If so Susan will need to put in a new application. All Change requests are to be documented in the Change Register found in appendix 37 of the project plan. All other documentation is to be updated in the Project Plan. A meeting is then organized with Susan, Sam, Stephen, Kim Nguyen (Director - Awesome Landscapes), Kate Chan (Project Manager - Timber Home Constructions) & any other parties directly impacted to review the change and all updated information. If all happy then Susan Wills, Stephen Lyons & Kim Nguyen will sign off on the change request. Once it is signed off Sam can Implement the changes.

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