



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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TABLE OF CONTENTS

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

TABLE OF CONTENTS	3
ASSESSMENT WORKBOOK COVER SHEET.....	4
WRITTEN QUESTIONS	5
CASE STUDY	16
Instructions to Student	16
Introduction.....	17
WORKBOOK CHECKLIST.....	26

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 :Michael Anderson

Signature:

Michael Anderson

Date:

23/04/2020

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.

Timeframes, budget and milestones are created. A list of tasks are created to accomplish the project respective of times and making sure different trades don't clash or are held back by incomplete works. Designate roles for team members, management staff, foreman, leading hands. Tradespeople are brought onto project and plans issued. Allocate resources. Materials are gathered onto site for commencement of works.

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	The Project Charter supplies the required information to the key stakeholders with a project overview. This document includes aspects such as the purpose, deliverables, assumptions and risks etc. The Project Manager will then need to deliver works, aligning to this document during the implementation stage.
project plan	It is a formal approved and highly detailed document, outlining the project activities and timeline. It can be used as a guide for the project and to facilitate communication between stakeholders. This document includes information such as the scope, key objectives, cost plan, human resources plan, communication plan etc.

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
Email	Used to deliver important documents instantaneously. RFI's and other important documents can be emailed as it is automatically timestamped and can be useful to confirm information has been passed on. Important information should also be followed up either face to face or by phone to make sure it has been seen.
Face to face meetings	Weekly meetings should be held on most projects, these meetings are important to gather sub contractors together to discuss important matters and for management/communication of progress.
Phone	A fast way to notify someone of issues or to provide status updates. This method saves time onsite to call a team leader for a progress update or to inform of a job that urgently requires attention.

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 can be used to discuss urgent or non urgent matters effectively eg-phone call to discuss a design clash between services.
Non-verbal communication	Non-verbal communication can be used to effectiley relay work method statements in the form of toolbox demonstrations on how a company would like works to be completed, eg-demonstration of safe manual handling procedures.
Written communication	Written communication can be used to effectively provide employees with relevent company/site information eg, safety notices provided to employees via email.

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	Used to automatically used to create or revise printed plans, a much more efficient process than the manual method which is timely to amend plans. Software includes Microsoft Project or Project Scheduler.
Web based	This is a web-based platform, easily accessible for relevant employees to access when employees are dispersed across different sites/offices. Software includes Asana.

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	The client/major stakeholder they need to approve of the information provided and accept the plan of which they are investing into
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Responsible for project approvals, reviewing, inspecting and sign off.
Kate Chan	Project Manager - Timber Home Construction	Contractor responsible for construction works of the project, they may be impacted by terms in the project plan.
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	As the Director of Awesome Landscapes, Kim will need to approve of terms and information set out in the project plan and has a major responsibility to the project.
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	Sam develops the project plan and sets out the information and terms and must sign off to accept terms and information he has set out.

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 shows approval and signatures by all key stakeholders including council representative.

- b. Yes, see page 1 - Document Management (Distribution List) and Page 6 (Authorisation). All required persons have signed off on the project plan and dated 28th May

3. How will the Project Outcomes be reported?

The Project Status Report will be created by the Project Manager quarterly and used immediately after a change request has been signed. The outcomes of all internal and external audits are to be included in the status reports, and as appendices at the back of updates to the project plan.

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	As the Project Sponsor/Client, they must sign off on the Project Progress Report prior to being distributed to all members of the project steering committee.
Robert Hinson	Project Manager - Massive Eco-Development Corporation	Being the project manager for Massive, Robert must be kept informed of progress throughout the project.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	The council will need to see that the project is moving forward as planned as any delays will impact their shire such as a delay in their projected tourism boost.
Kate Chan	Project Manager - Timber Home Construction	As the company building the chalets, they will need to be aware of progress of phase 1 to see everything is on track for their construction.
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	Kim being the Director of Awesome Landscapes must be kept up to date with the project as it is their investment and is Sam's superior.
Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	The Project Manager is to create this document to keep all stakeholders informed of the progress of the project and the main person involved in the landscaping.

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.

Massive Eco-Development Corp are staging the three projects to effectively manage their timelines, cost and effectively minimise clashes and complications if they were to be done at once. The building of roadways and retaining walls must be done first to provide access for vehicles to be able to provide materials, labour and equipment to perform the construction stage of the job and to create a stable footprint for the buildings to stand.

As the scope of the landscaping works is to be done around the construction, they could not adhere to the project plan if the buildings had not been built and may have had their work damaged by construction movement if completed in one project/stage. By separating the projects they can effectively provide a smooth transition between phases with a smaller risk to the project as a whole.

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 invoices yet to be paid to suppliers and contractors must be settled before project closure documentation is released.
Project Closure Meeting Documentation	A project completion report must be completed, including; -An updated Project plan showing the results of the project with a version control table indicating this as the final version at completion and the project Gantt chart also indicating the project as complete. -Lessons learnt evaluation showing all issues have been closed out or documented in the project closure report. -A final audit report of the project providing information on costs - A complete project archives checklist - The formal acceptance and closure to be complete and signed off in this meeting.
Pre-meeting Audit	The pre-meeting audit is evaluated by an independent project auditor prior to the final project meeting.

Final Project Meeting	All members of the project steering committee are to attend the final project meeting. These members will be provided with document such as the project meeting report, final version of the project plan, project archives checklist and formal acceptance and closure. The meeting commences with confirmation of the accuracy of the report and updated project plan. Following this, the lessons learnt document is reviewed. The completion report, project plan, formal acceptance and closure is signed off by all attendee. Copies are then provided to attendees for archieving.
Final Project Invoice	Upon successful delivery of the final project documentation. Awesome Landscapes can raise the invoice to Massive Eco-development Corporation for the final contract payment.
Project Archival	Once Massive Eco-development Corporation have paid the final invoice all project documentation may be archived. The proceedure for this is to complete the project archive checklist which is printed and checked off, each piece of the project documentation is archived (hard & soft copy), scanned into the organisation's network and stored clearly identifying the project and date of archiving.

8. How will the project be monitored?

Performance reporting will be conducted by the Project Manager. This will occur immediately after a change request has been signed or 3 months after a report has elapsed. The project plan must be updated showing the status report and a new version released with an updated Gantt chart and any other relevant documents to the date of the report. All reports are to be signed off by the project sponsor before being issued to the project steering committee. Weekly meetings will be held and urgent informal correspondence will be held between Sam and Robert. Regular auditing will be conducted by the council building inspectors as well as The project manager and project assistant of Awesome.

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, the key objectives include mitigation of any erosion or subsidence during construction, diversion of a local stream, completion of planting and landscaping to ensure the resort blends in with the natural forest and to ensure the forest flora and fauna is minimally impacted by the project. These key objectives will have a minimal impact to the surrounding ecosystem and directly adhere to Awesome Landscapes vision statement; "To make the Cascade Peak region ecologically friendly through practical landscaping solutions using local native vegetation and landscaping that blend in well with the natural setting". All utility services will be underground also having a lesser impact on the environment.
- b. Yes, "Massive Eco-Development Corporation commenced business eight years ago building eco lodges in ecologically sensitive areas of strong tourism demand throughout the country". Cascade Peak is a hot spot for tourism with climbing in the summer months and a ski destination in the winter months. Being in an eco sensitive location it aligns perfectly with Massive's business background to construct eco lodges and promote tourism in the region, with minimal impact to the environment.

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.

Section 1.3 Change control states that Sam would need to follow set procedures in the project plan to make changes. Firstly Sam would have to populate the information into a change request which is to be negotiated between Sam and Susan Wills (Program Manager of Massive Eco-Development Corp), including lists of costings, additional timeframes and possibilities of delay on future phases of the project as well as proposed new plans/variations. Once agreed upon a draft of the change request would be sent to Stephen Lyons (Planning Manager - Cascade Peak Shire Council) so that he can inform them if Council approval is necessary as part of the proposed plans. If council approval is needed Susan will commence the application for council approval and once approved the changes will be modified and added into the project plan including an up to date change register. Changes must be clearly highlighted in colours according to the Change control Section 1.3 Note 7. Sam would then organise a face to face meeting with the steering committee (in accordance with Awesome Landscapes procedures for organising meetings) to examine the change request and all modified documents. Susan Wills (Program Manager – Massive Eco-Development Corporation), Stephen Lyons (Planning Manager - Cascade Peak Shire Council), and Kim Nguyen (Director – Awesome Landscapes Pty Ltd) would then have to sign off the change request before they are communicated and implemented by Sam (Project Manager - Awesome Landscapes Pty Ltd).

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