



**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

Date	Summary of modifications made	Version
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.

Patrick Dangelmayer

**Patrick
Dangelmayer**

20/1/21

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.
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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 projects I work on. At implementation stage these phases would occur.

- Council fees and design
- Site temps
- In ground service install
- Testing, inspection and sign off
- High level service install
- Testing inspection and sign off
- Rough in
- Testing inspection and sign off
- Fixtures, tapware and commissioning
- Final sign off
- Handover including documentation
- 12 month DLP period

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.

Yes	a. Project evaluation
Yes	b. Warrantee requirements
	c. Create communications log
	d. Develop project management plan
Yes	e. Writing and delivery of project final report
Yes	f. Finalisation of accounts and other financial documentation
	g. Delvelop project charter
Yes	h. Handover of project deliverables
	i. Settling of financial liabilities
Yes	j. Project evaluation
	k. Identify stakeholders
Yes	l. Signing off by the project sponsor
Yes	m. Finalise lessons learnt documentation and communicating it where needed
Yes	n. Transition of responsibility or ownership of project deliverables or products
Yes	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	This document is for key stake holders to get abroad over few of the project. Facts of what is being proposed Eg. Quality Cost Time frame.
Project Plan	This Document is a comprehensive overview of the project which provides all the detail. Which has been put together from the project charter.

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	Used to communicate important information. Which keeps a record of all correspondence for future record if required.
Mobile	Phone communication to get information or outcomes resolved quickly.
Meetings	Face to face meetings with two or more people to get direction or outcomes organised to proceed forward in an organised manner.

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 is speaking a conversation. A verbals conversation to discuss the best option with a team member on a particular scenario.
Non-verbal communication	Non verbal is body language and hand gestures. You could give your team member a thumbs up when doing a good job and promote a good moral on site.
Written communication	Can be email or letters. Emails are a good way to follow up on site agreements to keep a record of site 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
Web Based PMIS	This gives everyone access to the PMIS instantly. Great to use when project team members are located in different locations.
Computer based PMIS	When the whole project team are in the same spot this is the program to use. It creates a large amount of information. Eg Plans Schedules Budgets

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 Wills is the representative of the project sponsor she is required to sign off on the project plans.
Stephan Lyons	Planning manager Cascade Peak Shire Council	Stephan Lyons is the representative for the local council authority, he needs to sign off on the project to make sure all guidelines are being met. Along with any planning which will affect public areas.
Kate Chan	Project manager Timber home Construction Ltd	Kate Chan is the project manager for the construction of the chalets it is important that the plans are signed off to meet the building timeframes.
Kym Nguyen	Director Awesome Landscapes Pty Ltd	Kim Nguyen is the director of the landscaping company. His plan will need to be inline with what was agreed in the tender process.
Sam Ng	Project manager Awesome landscapes Pty Ltd	Sam Ng is the Project manager of the landscaping company. This will be his guidelines for the duration of 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 the project Plans have been approved for commencement. On page 6 the plans are ticked off and signed by all parties on the 28 May 2016.
- b. Yes the project plans have been distributed to all stakeholders. On page 1 it confirms that the plan has been ticked off on the 28 May 2016.

3. How will the Project Outcomes be reported?

There will be regular progress reports completed. They will be completed every 3 months or after change request. The report must follow 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 templates that is available on appendix 42 which will include a full analysis of 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 Provide Susan the Status of the budget, schedule, changes and current scope.
Stephen Lynons	Planning manager Cascade Park Shire Council	To Report to Stephan the current status to assist him in organising approvals or changes.
Kate Chan	Project Manager Timber Home Construction Ltd	To keep Kate up to date of Works on site that it does not delay any building work on the chalets
Sam Ng	Project manager Awesome landscape Pty Ltd	To keep Sam up to date with the project and informed so he can organise upcoming works.

Robert Hinson	Project Manager Massive Eco Development Corporation	As the Project Manager of the Project sponsor it is important to be up to date with the current status of the project. This will enable him to sign off on progress payments as they come in.
Kim Nguyen	Director Awesome Landscapes Pty Ltd	As the Director he needs to know the current status of the project, along with any predicted site issues.

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.

The Project has been broken up into three separate projects. These are Landscaping, Construction and Marketing.

The Project has been planned in 3 separate stages to minimise the impact on the environment. Due to it being a sensitive environment. This reduces the risk to the environment and follows the councils strict guidelines.

Landscaping is the main part of the project and can work around the construction in different areas.

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	This is where the project manager will seek all final invoices from suppliers and contractors. To finalise all accounts and purchase orders for the project,
Project Closure Meeting Documentation	This is a report that shows the results of the job. Particular the cost. Lessons Learnt. Including a audit report from an independent auditor. During this time any issues need to 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 it is a final version - Gantt chart must indicate that the project is complete - Lessons learnt document included - All issues in the issue register have been closed out - Copy of the project completion report must be included And also 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 for the whole project steering committee to attend. At 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. The reports are discussed and checked for accuracy. Followed by a discussion on lessons learnt. To be implemented on the next project. 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 documents have been finalised. The contractor will raise a final invoice for the concluding contract value.

Project Archival	Once the final payment is received and the contract is finalised, all project documents must be archived. The best way to do this is both hard and soft copy.
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8. How will the project be monitored?

The project deadlines will be closely monitored in line with the project Gantt chart.

Quality audits will be undertaken monthly internally (mid month) and through the councils monthly visit at the start of each month. An audit report is required to be completed. As per the guidelines on appendix 36. This document is to be used for internal and external audits. These reports are required to be included in the status reports.

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 I do. The project plan aligns with Awesome landscape mission statement. The main emphasis in their vision statement and key objectives is for minimal impact on natural flora and Forna through practical landscaping solutions by using native vegetation and landscaping that will blend in with natural settings.
- b. In my opinion, I believe that the cascade peak chalets does align with the business objectives of massive Eco development corporation. Massive Eco Development along with Timber home constructions main focus is their emphasis on using ecological construction methods.

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.

Sam would need to confirm the rumours are true. And then lodge a change request form. This template is available in the Awesome landscape Project plan appendix 38. All details will need to be negotiated with Susan Wills Program manager at Massive eco development corporation.

Following all approvals, essential documents must be updated. Any new notations must be clearly colour coded with a high lighter as per the guidelines in the awesome landscapes project plan section 1.3.7 a-d. With any text not now required to have a strikethrough it to show it has been deleted.

Sam will then be required to communicate the changes and make sure the changes are implemented on site.

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