



**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

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| 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 |
| FIRST AND SURNAME: | Jay Pery               |
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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 :** Jay Pery

**Signature:**

**Date:**  
20/12/2019

## WRITTEN QUESTIONS

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

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

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

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

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

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

I'm currently working on a project that aims to maintain underground fire hydrants in suburban Brisbane. Before the project implementation had started, the procurement of materials was completed, which included marker posts, hydrant lids and other consumables. The second phase of the implementation stage was the physical maintenance of the hydrants, with concurrent tracking of scope completion. Once the maintenance is complete, the monitoring phase of the project will begin. This is an ideal example of sequential phase to phase relationship.

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

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

Select all that apply.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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

Do not exceed fifty (50) words for each discussion

| Documentation   | Discussion                                                                                                                                                                                                |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Charter | A high level overview of the overall project scope, outlining the time, cost and quality expectations of the project. This is generally used by project sponsors as an overall indication of the project. |
| Project Plan    | An in depth document outlining all aspects of the project, including deliverables, deadlines, milestones and schedules. This is generally used by the project manager.                                    |

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                 | This is usually the most convenient form of communication media on a project, as each individual can respond in quick succession. This media would not only be used for discussing the details of a project, but also provide a method of distributing electronic documents. |
| Phone                 | This is likely the media which will result in the quickest response from the individual you're seeking information from. This media can also be used in project meetings for conference calls.                                                                               |
| Face to face meetings | With consistent physical communication between a project team, each team member can ensure that they are up to date on the recent changes in the project. This will have short and long term effects on the outcome of the projects I undertake.                             |

9. Discuss how each of the following communication methods below is applied on various projects.

- a. Verbal communication
- b. Non-verbal communication
- c. Written communication

In your discussion, include at least one (1) specific example or scenario on how each communication method is applied on various projects.

| <b>Communication Method</b> | <b>Discussion</b><br><i>(with at least one (1) specific example or scenario for each communication method)</i>                                                                                                                                                                                                        |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Verbal communication        | This is the sharing of information using speech. This includes not only the content of the conversation, but the tone and delivery of the individual's voice. This would most commonly be used in face to face meetings                                                                                               |
| Non-verbal communication    | In many cases, non verbal communication (body language) can be more influential than verbal communication. For example, if an individual is displaying negative body language such as crossed arms or little eye contact, it may convey to the other party that they're not interested in the conversation being had. |
| Written communication       | This includes the written reports, emails etc. In project management, an example of written communication would be a closeout report for a recently completed project, which is then given to your program leader                                                                                                     |

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 | Computer based PMIS's are used to display large amounts of project information, which is summarised in virtual documents. These are easily accessible via computer and allow a project manager to view project details such as schedules and budgets                      |
| Web based PMIS      | Web based PMIS's are used to store information that requires access from multiple locations. For example, a certain project may require the distribution of technical drawings to both office engineers and site engineers. In this case a Web based PMIS would be ideal. |

11. The following are methods used to evaluate information systems and communication processes. Match each method to its correct description.

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

| Method |                                       | Description                                                                                                                                                                                                                                                                                                             |
|--------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| d      | System quality                        | a. A performance measure to evaluate the efficiency of an investment (such as in this case, resources used to facilitate project communication). It measures the return on an investment relative to the investment's cost.                                                                                             |
| b      | Information quality                   | b. The information system is assessed in terms of accuracy of output, promptness of output, precision of output, reliability of output, arrival of output, output completions, and output format                                                                                                                        |
| a      | ROI                                   | c. It is a useful tool for performing retrospective analyses of the characteristics of internal communication. With the help of this model we can obtain several interpretations of the characteristics of project communications which help improve the communication process and also the project management process. |
| c      | Internal Communication Analysis Model | d. The information system is assessed in terms of response time, accessibility, realization of user's demands, correction of mistakes, model and data safety, system documentation and procedures, system flexibility and system compatibility.                                                                         |

## **CASE STUDY**

### **Instructions to Student**

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These case studies are hypothetical situations which will not require you to have access to a workplace, although your past and present workplace experiences may help with the responses you provide. You will be expected to encounter similar situations to these in future as you work in a project team environment.

In the real world you are likely to encounter the situation where you enter a project, taking over from another project manager. The documentation that is handed over to you is not necessarily up to scratch, and there could be serious issues with the project. This assessment captures that real life scenario.

The case studies are the first part of dealing with “multiple complex projects” required in all the units of this subject. The other assessment covering this requirement is the practical assessment. When you have completed the case studies you will be able to commence the practical assessment which covers the generic skills needed to function as an effective project team member. This assessment on the other hand covers the application of the underpinning knowledge and background theory.

## Introduction

---

You have been appointed as a project management consultant to the project team at Awesome Landscapes Pty Ltd. Specifically, you are required to provide independent advice on seeing their current project throughout its entire lifecycle.

You will be working in this project in every case study assessment throughout this course. The project involves the landscaping of a new eco-resort. The company has hired you on the basis of your ability to analyse project methodology, not on your knowledge of the nature of the landscaping work they perform.

At this stage of the project the project charter and project plan have already been developed. You have been assigned to examine the project plan before the project launches in three months' time. In particular you have been asked the following questions which you will need to provide answers for upon examination of the project charter and the project plan.

The documents you need to complete the succeeding tasks can be accessed by accessing the following links:

[Project Charter version 1 \(.pdf\)](#)

[Project Plan version 1 \(.pdf\)](#)

[Project Gantt Chart \(.mpp\)](#)

[Project Gantt Chart \(.pdf\)](#)

[Project Network Diagram](#)

(username: cstclearner password: CstcPty@123)

**Note: These documents were generated in year 2016. For the purpose of this assessment, refer to '2016' as the current year and '2017' as the succeeding year.**

1. List all personnel (name, title / designation, and company) who are required to sign off on the Project Plan before the project is endorsed for commencement.

Discuss why each personnel you listed are required to sign off on the Project Plan. Do not exceed fifty (50) words for each discussion.

| Personnel     | Title / Designation, Company                             | Discussion                                                                                                                                                                                                                                                               |
|---------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Susan Wills   | Program manager<br>- Massive Eco-development corporation | Massive Eco-Development corporation is the project sponsor for this project. As they are funding the project, the final confirmation of the project scope will need to be signed off by Susan                                                                            |
| Stephen Lyons | Planning Manager<br>- Cascade Peak Shire Council         | The project plan requires sign off by a Cascade Peak representative to ensure that no other works are planned for the area in which the resort is going to be constructed. Stephen may also give insight into the local planning requirements for the Cascade Peak area. |
| Kate Chan     | Project Manager -<br>Timber Home Construction            | Due to the partnership with Massive Eco-Development Corporation, Kate will be required to sign off on the project plan to ensure Timber Home Construction can complete the timber chalets                                                                                |
| Kim Nguyen    | Director -<br>Awesome Landscapes PTY LTD                 | As Sam's overseer and Awesome Landscapes director, Kim will be required to sign off on the project plan.                                                                                                                                                                 |
| Sam Ng        | Project Manager -<br>Awesome Landscapes PTY LTD          | Sam is the person who has created the project plan, and as such should sign off on the document.                                                                                                                                                                         |

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 of the Project Plan indicates that all parties in the steering committee (excluding Robert Hinson) have signed the project plan for commencement
  
  
  
  
  
  
  
  
  
  
- b. Yes, page 1 of the Project Plan indicates that all parties have had the Project Plan distributed to them

3. How will the Project Outcomes be reported?

Work will be audited by Council building inspectors on a monthly basis. Any issues with the quality of the Project Outcomes will be reported directly from the site supervisors (Alicia and Andrew) to the Project Manager (Sam)

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<br>- Massive Eco-development corporation | As the project sponsor, Massive Eco-Development Corporation must have a copy of the Project Status Reports to make informed decisions on any project changes                                   |
| Robert Hinson | Program manager<br>- Massive Eco-development corporation | As above, Robert must also be provided a copy of the Project Status Reports                                                                                                                    |
| Stephen Lyons | Planning Manager<br>- Cascade Peak Shire Council         | All parties must be provided with the current Project Status documentation to ensure that the expectations of the Project Scope are being met                                                  |
| Kate Chan     | Project Manager -<br>Timber Home Construction            | All parties must be provided with the current Project Status documentation to ensure that the expectations of the Project Scope are being met                                                  |
| Kim Nuyen     | Director -<br>Awesome Landscapes PTY LTD                 | As was the case with the Project Plan, Kim must be provided with the Project Status Reports for her review. This ensures Sam is delivering the project in line with Awesome Landscapes' values |
| Sam Ng        | Project Manager -<br>Awesome Landscapes PTY LTD          | As the creator of the Project Status Reports, Sam is responsible for distributing the latest Status Report and keeping track on version control.                                               |

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

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

|                                     |                   |
|-------------------------------------|-------------------|
| <input type="checkbox"/>            | a. Scoping        |
| <input checked="" type="checkbox"/> | b. Planning       |
| <input type="checkbox"/>            | c. Monitoring     |
| <input type="checkbox"/>            | d. Implementation |
| <input type="checkbox"/>            | e. Closing        |

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

Your discussion must be 100 – 200 words in length.

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

Although the pre-build, building support and planting and landscaping have all been planned separately, the timing for each phase will allow for effective integration. Additionally, by identifying the task dependencies, the time cost of the project can be drastically reduced. This is evident in Appendix 4, where the task dependencies for each phase are clearly laid out for the Project Team. This is a clear example of an effective planning of a project with overlapping phase-to-phase relationships.

In addition to the time planning aspect of the project, the communication plan is also well developed. Appendix 20 shows a decisive communication pathway for all stakeholders. This will minimise conjecture within the team and minimise delays, as any issues can be solved quickly.

7. In your own words, discuss each of the following processes involved in the Closing Stage of the project.

Do not exceed 150 words for each discussion.

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Payment of Remaining Invoices</b>         | <p>The sub-contractor will submit progress claims to Awesome Landscapes for payment of the work they have completed, plus any variations they see fit. Awesome Landscapes will either agree on the claim or negotiate the variations prior to payment. Once agreed, the claim can be processed, and any retentions or bank guarantees can be returned to the sub-contractor.</p> <p>The project contract would be the main point of reference for agreement of the invoices.</p>                                                                                                                                               |
| <b>Project Closure Meeting Documentation</b> | <p>Prior to the project closure meeting, all documentation from the lifetime of the project should be reviewed. The project closure phase should be seen as a 'handover' to the project sponsor from the project management team. All documentation should be easily accessible and clearly labelled.</p> <p>It may be advantageous for Awesome Landscapes to complete an internal audit of Sam's Project handover documentation prior to the meeting and closeout phase to ensure all documentation is accounted for.</p> <p>Once approved, all documentation can be discussed (if needed) at the final closeout meeting.</p> |
| <b>Pre-meeting Audit</b>                     | <p>All outcomes of the project should be audited by the relevant stakeholder prior to the project closure meeting. In this case, the quality of the outcomes will be audited by council representatives to uncover any quality issues that may be present in the final construction of the chalets. If there are any issues, Sam can be notified and a discussion can occur at the final project meeting.</p> <p>This audit may also include project documentation, including risk assessments, invoices, or design criteria.</p>                                                                                              |

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Final Project Meeting</b></p> | <p>During the final project meeting, all documentation, project issues, and close out details should be discussed. This may include discussions of project closure audits, project outcomes, and final project invoices.</p> <p>It is also highly helpful to run through any lessons learnt through the lifetime of the project. This way, if Awesome Landscapes and their sub-contractors work together on a similar project in the future, many of the project issues can be foreseen.</p>                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Final Project Invoice</b></p> | <p>The final project invoice will be submitted from the sub-contractors to Awesome Landscapes to ensure all costs are accounted for. All progress payments and invoices should be referenced in this document to ensure that the final payment is balanced with the actual amount that has been paid to the sub-contractors.</p> <p>This invoice should also include a high level overview of the costs that were encountered through the lifetime of the project.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Project Archival</b></p>      | <p>A Project Management Information System (PMIS) would likely be used for the final project documentation archival. This would include all documents from the Scoping stage through to Project Closure, including project scope, progress reports, sub-contractor receipts and invoices, and other project logs. The archival would either be web-based or computer based, depending on who might require access to the documents in the future.</p> <p>It is important that the complete archive of documents is available for parties to access in the future, especially in this case. Awesome Landscapes specialises in the construction of eco-lodges, and can refer back to designs and processes for future projects. This is especially relevant if Awesome Lodges has multiple Project Managers, as Sam may not be involved in the next eco-lodge project that Awesome Landscapes undertakes.</p> |

8. How will the project be monitored?

The site supervisors and council representatives will deliver monthly audits on the project. Any issues will be brought forward to the project manager (Sam), which will then be added into the Project Status Report. The Project Status Report will then be distributed to all stakeholders.

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. Awesome Landscapes is a well developed construction company with past experience in working in natural landscapes. Page 3 contains a company description which lists objectives such as using native vegetation, having minimal environmental impact, and the creation of structural sound cabins. These are all reflected in the key project objectives listed on page 4.
- b. It is clear from the business background of eco-development corporation on Page 3 that their main objective is to expand their business into the development of eco resorts and eco lodges. By referring to Page 4 of the Project Plan, we can see that many of the key objectives of the plan include high quality construction of the eco lodges. Where the Project Plan and mission statement differ however, is the environmental impact; the plan lists minimising the impact to local vegetation, whereas the mission statement for massive eco-development corporation does not express any concern for environmental impact.

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.

If I were in Sam's position, I would ensure that all stakeholders are aware of the scope changes regarding the construction of the additional chalets (if any occur) through the use of the Project Status Reports and weekly meetings. To begin with, I would verbally communicate any changes to the main stakeholders, then propose a scope change document through the following steps:

1. Investigate total cost of the scope change to ensure the contingency budget is sufficient. This could also include discussions with the site supervisors (Alicia and Andrew) at the work site to gain a more indepth understanding of the work involved with the construction of the additional chalets
2. Investigate viability of additional chalets from a cost, time and environmental perspective
3. Verably communicate any possible changes to stakeholders at meetings
4. Create scope change document and cost effectiveness report
5. Distribute scope change and updated documents to all stakeholders
6. Await sign off or feedback from stakeholders prior to construction

Prior to discussing any possible changes with the main stakeholders, I would discuss the additional chalets in depth with the Awesome Landscapes Director, Kim Nguyen. As Kim is likely to be my overseer on this large scale project, it would be beneficial to await her feedback prior to creating the scope change.

In situations such as these, it is important to be prepared ahead of time. As there may be significant delay from stakeholder sign off with a scope change of this magnitude, approaching the issue as early as possible is critical. In many cases, the

time cost for stakeholder sign off or feedback may in fact be more detrimental than the time cost of the construction work involved in the scope change.

## 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