



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

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Version control & document history

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ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
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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:

Signature:

Date:

Brad Kayll.



18/05/2020

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WRITTEN QUESTIONS

- 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.

The Jewel Project

Phase 1: In ground drainage (sewer & storm water)

Phase 2: Applying of deck penetrations

Phase 3: Application of pre determined stack work

Phase 4: Roughing in stage of water/gas

Phase 5: Fitting off of fixtures

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

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

Select all that apply.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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

Communication media	Discussion
Phone	A very quick person to person method of communication used for getting fast responses or to pass on tasks
E-mail	An excellent electronic document which clearly states information. It also covers you if things go wrong down the track and can be looked back on to see what information was given out to whom and when
Meetings	It is a very useful tool for communicating information to the team and for building team morale. It can be undertaken daily, weekly or monthly depending on the information that needs communicating

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	The most used form of communication it is essential in passing on information between individuals or groups using speech. A pre start meeting is something used everyday on site explaining daily tasks and dangers if any, on the jobsite.
Non-verbal communication	This form of communication covers body language and hand gestures etc., which can speak louder than words on occasions. For example when a dogma is communication to a mobile crane operator where both hands are needed often hand gestures are the safest form of communication.
Written communication	This covers emails, letters, written reports or the like. Each day a prestart document will be released by the principle contractor and relayed to the workforce about the days issues dangers or change of site problems that may be arising that day.

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	Web Based project software is especially helpful where team members are located on different sites or in different areas on the one site. Acconex is a programme used widely by builders currently which enables everyone on the project to receive updated plans and other communications automatically after upload
Computer based PMIS	These are used critically in todays job sites to create or revise printed plans, budgets or schedules which would take weeks to do manually, they can store large amounts of information that is accessed easily. Microsoft project is used extensively throughout the construction industry.

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.

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	Programme Manager - Massive Eco Development Corporation	Susan is a major stakeholder and the project sponsor hence making her a major player in the entire project
Kim Nguyen	Director of Awesome Landscapes	Kim is a major stakeholder in the project therefore will need to sign off on everything involved in the project plan
Stephen Lyons	Planning Manager Cascade Peak Shire Council	Stephen is our major link to the Cascade Peak Shire Council and is also a major stakeholder and an integral part of not only the project plan but entire project
Kate Chan	Project Manager - Timber Home Constructions	Is a project sponsor and a member of the project steering committee hence will be required to sign off
Sam Ng	Project Manager of Awesome Landscapes	Sam is also on the project steering committee and the major link from Awesome Landscapes to Massive Eco developments in delivering a successful 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 Plan has the appropriate approval needed to proceed as all of the members of the project steering committee signed off on it. This was completed on the 28 May 2016. As seen on pg 6 of the Project Plan - Cascade Peak Chalets version 1 document
- b. The Project Plan has been distributed to all necessary stakeholders who are required to obtain a copy as signed off by all members of the project steering committee on pg 1 of the Project Plan on the 28 th May 2016

3. How will the Project Outcomes be reported?

Project performances will occur immediately after a change request has been signed off and recorded in the standard template in Appendix 39 of 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 Corp	Susan is the programme manager of the project hence meeting time lines is her major role, therefore reporting of progress is crucial for smoothing runnings of the project
Robert Hanson	Project Manager - Massive Eco Development Corp	Robert is the Project Manager and is part of the project steering committee and in charge of the overall project, therefore needs updating of the progress reports to sustain the jobs progress
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Stephen is our link to the council and due to approvals taking around four weeks to keep the jobs continuity Stephen needs progress reports to make our job easier
Kate Chan	Project Manager - Timber Home Constructions	Kate needs progress reports to make sure at her end things are working as planned to keep on top of her planning and smooth running of the project for Timber Homes Constructions
Kim Ngyuen	Director - Awesome Landscapes	Kim is the Director of our Company and needs to make sure the smooth running of the project and also that Sam is completing his tasks to ensure the on time delivery of the job

Sam Ng	Project Manager - Awesome Landscapes	Sam needs to send progress reports to ensure he is staying within the Project Plan parameters and keeping up with goals and milestones signed of on the Project Planning report
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5. At which stage of the project life cycle is the project?

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

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

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

Your discussion must be 100 – 200 words in length.

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

Massive Eco-Developments have successfully been building Eco lodges for eight years now and have recently expanded into developments of eco-resorts, although have already successfully partnered with Timber Home Constructions for a large coastal development. Therefore have experience in completing large jobs on time and under budget.

It can be very successful to look at companies project plans individually and integrate the projects as needed. If each project runs their own project on time, then the integration should be simple. There is no need for instance Awesome Landscapes knowing every detail of Timber Home Constructions project, we need to concentrate all our efforts on ours and hope Massive Eco Developments can integrate the three projects to deliver another successful coastal eco-resort.

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	At the end of a project there will be loose ends to wrap up. There will be on average of a 60 day invoice settlement, therefore at the end of a job there will be invoices to pay and to receive before Project Closure can occur. We will want to document these before a final audit can occur. This will not be a huge problem for us as we are used to this and as long as everything is documented it will not be a huge issue to carry the burden of such invoices. It is important to note though all of the invoices not yet paid and received need to be settled before the preparation of project closure documentation
Project Closure Meeting Documentation	This is a project completion report which must be completed at the conclusion of the job, showing the results of the project, lessons learnt, and audit reporting. Results of the project will include if project plans were met including financial goals, and time goals. Lessons learnt documentation allows businesses to make records of all mistakes made and how to overcome such mistakes. These will greatly assist at the project planning process on the next project, to help eliminate mistakes made on former projects.
Pre-meeting Audit	This will include three areas to prepare for the audit: 1) Reviewing the trial balance and accounting records to determine the pre-audit adjustments 2) Making the necessary entries directly into the accounting software system 3) Preparing the necessary accounting schedules for the auditors

Final Project Meeting	All of the project steering committee will be present at this meeting, with each member providing the following: - Final version of the project plan - Project completion reports - Formal acceptance and closure - Project achieves checklist The reports must be signed of by the members of the steering committee, and a copy taken by each member for their own archives
Final Project Invoice	Having successfully delivered the project on time, Awesome Landscapes may if necessary send their final project invoice to Massive Eco-devoplments, which will finalise any payments owed to Awesome Landscaping
Project Archival	At the conclusion of the project, that is the successful delivery of the project and after final project invoices have been paid, all project documentation can be archived. The project archive checklist will be checked off and archived in appropriate areas, there may be hard copies made of everything and this will be needed to be filed away correctly to ensure the final part of the project will be a success

8. How will the project be monitored?

The project will be monitored by the meeting of Project Plan and by performance reporting. This report will be compiled by each project manager, to deliver successful milestones and any changes that occur to the project and to the Project Plan. The most common form of monitoring will be QA (Quality Assurance), this will be undertaken periodically to ensure correct installation methods and occurs with site inspections by local council and the company itself.

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. Awesome Landscapes was developed to deliver landscaping solutions for large scale commercial and residential developments. On this particular project, we are preparing the site for construction of log cabins, with minimal impact to local flora and fauna and to ensure the new resort blends in perfectly with the natural forest. Therefore the objectives of the project it would seem fit perfectly into our objectives as a business and is a smart fit as a project for Awesome Landscapes to deliver
- b. The objectives of the business do align with the project sponsor organisation or Massive Eco-Developments on this occasion because they are trying to deliver an on time, on budget project, and to ensure the increased tourism need of the Cascade Peak area is met by the construction of an eco-resort that meets the requirement environmentally set out in this project and that is to deliver the log cabins with the minimum of fuss to local flora and fauna

10. Sam has a gut feeling there will be some changes to the project once it commences. A rumour is spreading that there are going to be some additional chalets built requiring the construction of three more retaining walls than what appears in the project plan. He has specifically asked if he can approve and sign off on the extra construction himself knowing there is quite a big contingency budget to the project.

Explain the procedure Sam would follow regarding the construction of the three additional retaining walls.

Your discussion must not exceed 500 words.

Guidance

Answer Sam's question by providing in your own words a specific procedure for the approval of the construction of three additional retaining walls. When mentioning any people in the procedure, list them by name and job title.

The procedure Sam will need to undertake will be adding areas to the project plan including: - Integration management plan - project dependencies will need to be added, performance reporting reports updated, methodology and auditing updated.

- Time management will need to be updated, obviously schedules will be changed to align with the added retaining walls, milestones will also change
- Cost management, there will be budgeting changes, source of fund changes, and cash flow changes
- Communication plan changes. Although communication channels will remain the same, the project steering committee will need to be informed
- Risk management changes. Constraints, assumptions, Potential issues and constraints will all have to be raised.

The change register (App 37) will need to be updated and the change request templated evoked (app 38).

A description of the changes been made will need to be recorded, with any risk issues prompting changes and corrective action to occur.

Finally stakeholders will need to be notified;

Susan Wills - Program Manager - Massive Eco developments

Stephen Lyons - Planning Manger Cascade Peak Shire Council

Kim Ngyuen - Director - Awesome Landscaping

These particular people will need to be notified obviously the direction will have come from Susan and changes will need to occur from this direction, secondly Stephen is our council representative and will need to be notified before any changes can occur and should be noted that request for changes can take up to 4 weeks. And Kim who is the director of Awesome Landscaping will need to be updated with any changes having to happen after her approval, ie; do we have enough time and resources to complete any changes.

Any changes shouldn't be a problem from our end as long as its signed off by these members of the project steering committee

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