



**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
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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.

Signature:

Name : Tyler Robertson



Date: 10/07/2021

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 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.

I am in the Construction Industry and the current Project I am involved with employs a **Sequential phase-to-phase relationship**. The industry employs the following phases in the implementation stage.

- Preliminary phase: Construction issue drawings, preparing contracts, subcontract tender awarding, subcontractor onboarding etc.
- Site Establishment: preparing the site for construction works e.g., site boundary lines, site amenities and site offices.
- Base Stage: General earthworks, in ground services and foundations
- Above Groundworks: The commencement of the structure beginning with the building slab on ground.
- Frame Stage: The continuation of the structure as building begin to rise in Stories.
- Enclosed stage: The commencement of the building's façade/ roof to make the building weather tight.
- Fitout Stage: The commencement of the internal finishes (ceiling & partitions, services fixtures, floor coverings and joinery) to be install after the building is weather tight.
- Practical Completion stage: Handover of building.

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.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	Is a formal documentation that describe the Project in its entirety. The document will outline what the objectives are, how it will be carried out and who the stakeholders are. It is a crucial document in planning the project because it is used throughout the project life cycle.
Project Plan	This formal approved document used to guide both Project execution and project control. The primary uses of the project plan is to document planning assumptions and decisions, facilitate communication among Project Stakeholders and document approved scope, cost, and schedule baseline.

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	The most used method in communicating with team members or subcontractors on a large construction site. Phone conversation can be used to instruct, confirm, or follow up on tasks currently underway
E-mail	Written confirmation of discussion that may have happened face to face or over the phone. The email will either provide further information which had not been able to be expressed in a verbal context, or to confirm a direction to undertake a specific task. Email threads can also be used to show a sequence of events.
Face to Face Meetings	Face to face meetings can be used to be used in a one-on-one or group scenarios, these scenarios include the following: Subcontractor Tender Meetings, Subcontractor onboarding, Project Team Meetings, Stakeholder Meeting, Prestart & Toolbox meetings.

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 simplest method of communication, it is more direct as apposed to written communication. Whether you are communicating in person, or over the phone, or in a meeting setting, you can directly communicate the require information with the intended recipient/s.
Non-verbal communication	Body language plays a big part in how our verbal communication is received. Considering tone, hand gestures, eye contact, facial expressions, and body movement and posture. When supervising trades onsite, the way your body language is perceived when conducting verbal communication can have a direct effect on how the communication is received. This can be both a positive & negative effect to the overall outcome of the communication.
Written communication	Email is the most common and effect method of written communication to date. Generally, nearly all verbal communication if require from onsite verbal communication, is always confirmed in writing via email correspondence. For example, Site Instruction, variations, programme meetings minutes etc.

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	In my industry we utilise computer based PMIS through applications such as Autocad/ Revit for reviewing and sometime altering project plans. We use MS Project/ASTA Power Project for programming Project tasks. Finally we use Cheops a financial program for all the project progress payments/variations.
Web-Based PMIS	In my industry we utilise a couple of Web-based PMIS & depending on Companies will vary slightly. The most used across all companies is Aconex, this web-based mailing portal is project specific. All the Project's formal correspondence is conducted through Aconex for example – Site instruction, shop drawings submittals etc.

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 client representative. Her signature required confirming that the “Client” is satisfied with the project deliverables, as well as the Project Plan – Assumptions, Constraints and Risks
Stephen Lyons	Planning Manager-Cascade Peak Shire Council	Stephen Lyons is the Council representative for the project. His signature is required to confirm that Council are satisfied that all strict requirements for environmentally sensitive areas have been met.
Kate Chan	Project Manager-Timber Home Construction Ltd	Timber Home Construction is in partnership with Massive Corp for this project and are building the timber cabins. Their works directly effect the landscape scope of works, Kate signature confirms her Companies commitment to their Project Deliverables as documented.
Kim Nguyen	Director- Awesome Landscapes Pty Ltd	Kim being the director of the Awesome Landscape would want to ensure that the Project meets the compatibility of the company and that they can deliver on what is outline in both the Project Charter and Plan.

Sam Ng	Project Manager-Awesome Landscapes Pty Ltd	Sam is the Project Manager representing Awesome Landscape, his signature acknowledges his understanding of the Project Plan's requirements e.g. Stakeholders, Council Regulations, QA, Budget, Risk management.
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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, on page 6 it states under Recommendation that the Project is approved as the information within is compatible with the approved application submitted to Cascade Peak Shire Council. The status of the project has been checked against the Approved box and the Project Plan has been signed by members of the Steering Committee.
- b. Yes, on page 1 it shows the list of stakeholders required to have been distributed a copy of the Project Plan. The list also shows the signatures of each stakeholders and the date in which it was signed.

3. How will the Project Outcomes be reported?

Reports to be sent quarterly, as well as Weekly Meetings held between Massive, Timber Constructions and Awesome Landscapes.

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	Susan is a representative of the Project Sponsor and therefore is required to formally sign off on the report, created by Sam, prior to be issued to the Steering Committee
Robert Hinson	Project Manager/ Massive Eco-Development	Robert is a representative of the Project Sponsor and therefore is required to formally sign off on the report, created by Sam, prior to be issued to the Steering Committee
Stephen Lyons	Planning Manager/ Cascade Peak Shire Council	Stephen is a member for the Project Steering Committee and therefore required to be issued a report
Kate Chan	Project Manager/ Timber Home Constructions	As a member of the Project Steering Committee meeting, Kate is required to be issued a report.
Kim Nguyen	Director/ Awesome Landscapes	Being Director, Kim is a member of the Project Steering Committee and therefore required to be issued a report
Sam Ng	Project Manager/ Awesome Landscape	Sam is responsible for creating the Progress Reports to be issued to the Steering Committee for review. Sam must issue the report to Massive Eco-Development to be signed prior to distributing to the committee.

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 is managed by using the PMBOK methodology, this is line with the chalet construction project.

The PMBOK methodology ensures all aspects of project management are covered which includes Scope, Time, Cost, Quality, Human Resources, Communication, Risk, Procurement, and Integration. All the previously mentioned are documented within the project plan, detailing the correct procedure and which stakeholder are required for sign off.

For example, detailed in the project plan in relation to any additional works to the project, needs to go through the change control process. Through this process, Massive Eco has direct control over any variables to the project, which has an impact on the original scope, time, cost.

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

Do not exceed 150 words for each discussion.

Payment of Remaining Invoices	All invoices that have not been paid to suppliers and contractors are to be settled prior to the preparation of project closure documentation. This confirms that the project has reached “Practical Completion”, all deliverables in each subcontractor’s scope of works have been completed/ closed out. Until component is completed, the project effective has not reached “Practical Completion”, and this can be on the basis that there is still unclaimed works to be completed.
Project Closure Meeting Documentation	A Project Closure Meeting is the final document that assesses the success of the project and catalogues the project deliverables and officially ends the project. The primary objective of the Project Closure Meeting is to provide a complete picture of the successes and failures of the Project.
Pre-meeting Audit	A third-party Auditor reviews the Project Closure Documentation and evaluates whether from the documentation that the project has reached the point in which the final project meeting can take place. The Auditor will provide recommendation/ tasks to be completed, which Awesome Landscape will need to complete prior to the final project meeting.

Final Project Meeting	Once the Project Closure documentation is in order and is checked over by the third-party Auditor. A Final Project Meeting can be called, and the project steering committee will attend. The project completion report, final versions of the project plan, project archive checklist, and formal acceptance and closure will be provided to all members of project steering committee. All steering committee member are required to sign the completion report, project plan and formal acceptance & closure, this confirms that all stakeholders satisfied that all the project is now closed.
Final Project Invoice	After the Final Project Meeting and obtain the signature of the steering committee, Awesome Landscape can submit the final project invoice to Massive Eco-Development.
Project Archival	Upon payment of the final contract payment by Massive Eco-development, Awesome Landscape under the project plan are required to follow the archive checklist in Appendix 44. Awesome Landscape are to provide both hard and electronic copy of the following documentation, Charter, plan, reports, change requests etc.

8. How will the project be monitored?

- Weekly meetings held between the Project Sponsor and Project Team
- Reports sent quarterly between the Project Steering Committee, or with any change request.

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 Landscape vision is to apply practical landscaping solutions using local native vegetation, and landscaping that will blend well into the natural settings. Their mission is to employ environmentally friendliness, using native plants to the local region, minimising the ongoing maintenance. Both business objectives align with the key objectives of the project, set out be achieved for the Eco-friendly chalets (objective 3,5, & 6)
- b. Massive Eco-Development sole business is creating eco-friendly lodges in, ecologically sensitive areas of strong tourism demand. Massive Eco-Development have set key objectives for the project, to ensure the forest flora & fauna is minimally impacted by the construction project. This includes the allowance of additional landscaping where needed, to minimise any erosion/ or subsidence during construction. This will ensure the resort blends in perfectly with the natural forest.

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

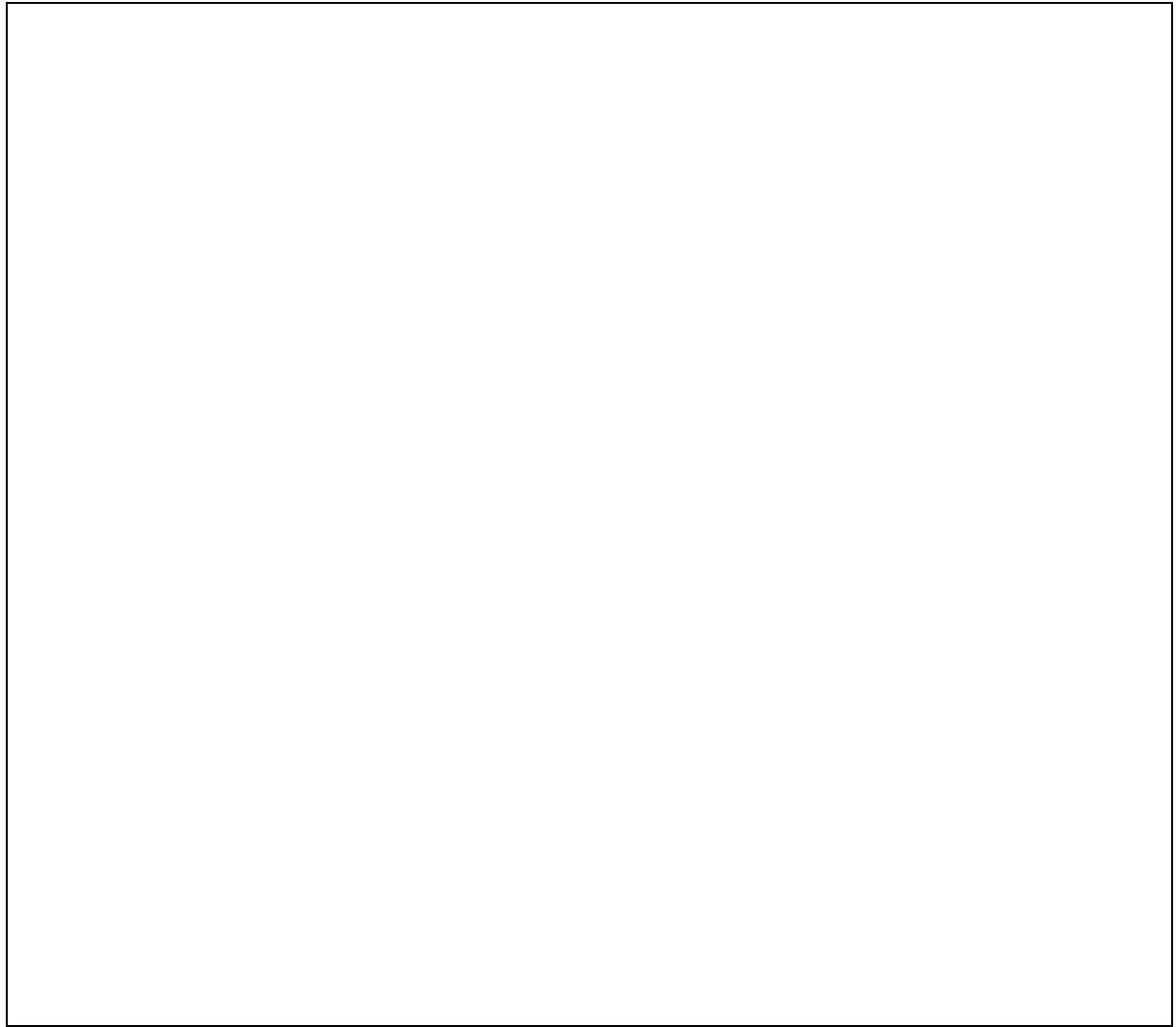
Answer Sam's question by providing in your own words a specific procedure for the approval of the construction of three additional retaining walls. When mentioning any people in the procedure, list them by name and job title.

Sam will need to follow the procedure for change to the project under clause 1.3 of the Project Plan. He cannot go with his gut on this one, he will need to be issued a Project Change Request form (Appendix 38). Sam will populate the information requested into the form, the information going into the change request will be negotiated between Himself (Project Manager), and Susan Wills (Program Manager) Massive Eco-Development. From this, the draft copy of this change request will be issued to Stephon Lyons (Planning Manager) for Cascade Peak Shire Council. Stephon will advise, whether a new Council approval is needed as apart of the proposed changes.

If a Council approval is needed, then Susan Wills (Program Manager) will need to commence the application process. If Council approval is required, and approval has been granted. Sam will then need to update the Project Plan, followed up updating the change register (Appendix 37).

Sam will then compile all the documentation associated with the change, and provided to in a face-to face meeting, to be examined by the following stakeholders: Susan Wills (Program Manager Massive Eco-Development), Stephen Lyons (Planning manager Cascade Peak Shire Council), Kate Chan (Project manager Timber Home Constructions), Kim Nguyen (Director Awesome Landscape).

The change request will need to be signed off by the following Stakeholders, for the change to take effect: Susan Wills (Program Manager Massive Eco-Development), Stephon Lyons (Planning Manager Cascade Peak Shire Council) and Kim Nguyen (Director – Awesome Landscapes). Once the previously mentioned stakeholders have signed off on the change, will Sam be able to proceed onsite with the works.



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