



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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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.

Name : Darren O'Connor

Signature: 

Date:
31/07/20

WRITTEN QUESTIONS

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

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

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

D	Closing	e. This phase mostly deals with measuring the project performance and progression with respect to the project management plan. Scope verification and control to check and monitor for scope creep, change control to track and manage changes to project requirement, calculating key performance indicators for cost and time are to measure the degree of variation if any and in which case corrective measures are determined and suggested to keep project on track.
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2. Consider a project that you are currently working on or you would most likely work on in the future.

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

The project consists of demolition of multi-story building. During the implementation stage the phases after taking position of site would be, erection of a tower crane, strip out to remove all material to bring back to bare structure, building a containment scaffold around the building, removal of the roof structure, mobilisation of plant to the top structural level and commence structural demolition on a floor by floor down to ground.

3. The following are various structures in which the Implementation Stage of the project can be carried out. Match each structure to its correct description.

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

Structure		Description
D	Sequential phase-to-phase relationship	a. Projects intended to respond to high levels of change and ongoing stakeholder involvement. Also very iterative and incremental but differ in iterations being very rapid (2-4 weeks) and are fixed in time and cost.
E	Overlapping phase-to-phase relationship	b. The project phases (more commonly known as iterations) repeat one or more project activities as the project team's understanding of the product increases.
C	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
B	Iterative/incremental life cycle	d. In this structure, a new phase starts only when a previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule.
A	Adaptive Life Cycle	e. This is where a phase starts prior to the completion of a previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase.

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

Select all that apply.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	A document outlining the high level details of the project to satisfy the Stakeholders needs and expectations. Details would include, the end product, duration of the project, total cost, the quality of product
Project Plan	A document which covers all the detail of the project in a very thorough manner. The document would include, the reasons, benefits and objectives of the project, the timeline, milestones, scope, schedule and budget.

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

Communication media	Discussion
Phone	Used to relay instructions, communicate with team members in a quick manner. It is ideal for checking in with a supervisor and site engineer for example on the progress of certain tasks or following up with a client on written correspondence if a response hasn't been received yet
Email	Used to relay detailed information and is great for keeping a record of events. Can be used to issue contract letters/correspondence with a client or to issue internal correspondence with your own team or management
Face to face meeting	Can be used to solve internal issues within a project team such as construction methodologies or for weekly progress meeting with the client to ensure targets are being met.

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	It is used to share information between individuals or groups. For example, a weekly progress meeting with the client, items like program, design and commercial item as discussed, noted or delved into.
Non-verbal communication	This includes hand gestures or body language,. it is a very important part of the daily running of a site. from being courteous to the client when they come to site by shaking hand or using hand signals to describe sequences/stages of works to groups
Written communication	Written communication is used daily on projects both internally within a project team or with the client. Emails are used to raise issues with the client or follow up with the project team on upcoming phases or to monitor existing phases.

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	A program like microsoft project is used to create a program for a project. The program allows the users to map the critical path and ad costs and resourced to the program. This in turn aids the monitoring of the project for progress, delays and costs/profit margins
Web Based	A web based system like asana can has the benefit of helping temas share inforation, deadlins, assignments online. THis can be espically helpful for large multinationals working in different timezones or if members of the project teams work remotily or from home.

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 is the project sponsor's representative who is responsible for all aspects of the delivery of the project.
Stephen Lyons	Planning manager - Cascade peak Shire Council	Stephen is the local council's representative and will be ensuring all aspects of the project complies with what has been approved by council.
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate is responsible for the main building works and her progress is dependent upon Awesome's works to clear and prep the site.
Kim Nguyen	Director - Awesome landscapes Pty Ltd	Kim is the director of the company carrying out the works. He is ultimately responsible for the works and needs to be across all aspects and details of the project to ensure it is delivered to the clients expectations and his own.
Sam Ng	Project manager - Awesome Landscapes Pty Ltd	Sam is responsible for the day to day management of the project and his subcontractors. he will be first point of contact on site and needs to fully understand all aspects of the project in full detail.

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 under the authorisation heading the recommendation section notes the plan is approved as the plan contains all the information required, the approval section also shows the plan ticked as approved and is signed off by 5 members of the steering committee.
- b. Yes, the plan shows it has been distributed to the relevant stakeholders. On page 1. under the document management section the distribution list is signed by all 6 members of the steering committee.

3. How will the Project Outcomes be reported?

The project outcomes will be reported at the end of the project in the Project Completion Report. It will analyse the whole project including scope, schedule, Cost Quality and the remaining items of the Ten Functions of Project Management. This will be provided to and approved by the steering committee

4. List all personnel (name, title/designation, company) who must have a copy of the Project Progress Reports.

Discuss why each personnel you listed must have a copy of the Project Progress . Do not exceed fifty (50) words for each discussion.

Personnel	Title / Designation, Company	Discussion
Susan Wills	Program manager - Massive Eco-Development Corporation	Susan is the project sponsor's representative who is responsible for all aspects of the delivery of the project. She needs to ensure all requirements, conditions, budgets are met
Robert Hinson	Project manager - Massive Eco-Development Corporation	Robert is responsible for the day to day management of the project for Massive. He will be first point of contact on site and needs to manage and ensure Awesome and Timber House Constructions scope is delivered.
Stephen Lyons	Planning manager - Cascade peak Shire Council	Stephen is the local authorities' representative and will be ensuring all aspects of the project complies with the local authorities' regulations, specifications, designs and standards
Kate Chan	Project Manager - Timber Home Construction Ltd	Kate is responsible for the main building works and her progress is dependent upon Awesome's works to clear and prep the site. She needs to ensure that Awesome Landscaping are keeping to their schedule to allow her manage her program
Kim Nguyen	Director - Awesome landscapes Pty Ltd	Kim is the director of the company carrying out the works. He is ultimately responsible for the works and needs to be across all aspects and details of the project to ensure it is delivered to the clients expectations and his own

Sam Ng	Project manager - Awesome Landscapes Pty Ltd	Sam is responsible for the day to day management of the project and his subcontractors. he will be first point of contact on site and needs to fully understand all aspects of the project in full detail.
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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
☒	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.

Separating the project into 3 separate projects helps Massive de-risk the project. Each aspect of the project requires specialist contractors and it is highly unlikely that one contractor could deliver the whole scope.

Managing the integration of the 3 projects could be a difficult task however with attention focused in the correct areas it can be achieved. Massive need to focus a lot of attention on the coordination between the two constructions projects. Awesome's phase 1 is critical to the building project getting started. Effective communication is vital to managing the integration. The weekly meeting will help to monitor and measure progress and the meetings involves all contractors on site which also allows information and potential issues to be flagged or solved between all parties. Massive will need to ensure the construction stage is progressing well to allow the marketing scope to start and be delivered effectively. This is again achieved by monitoring and measuring aspects like the building program to ensure the completion date is met thus allowing the marketing contractors to offer security to potential tour companies and deliver effective branding of the new 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	As the project is coming to a close any outstanding invoices that are due to subcontractors or suppliers need to be settled before the project closure documentation is prepared.
Project Closure Meeting Documentation	The project closure report needs to be completed. the report focuses on the 10 functions of project management, integration, scope, time, cost, quality, HR, communications, risk, procurement and stakeholders. the report will look at each of these areas in detail and look at lessons learned, successes failures and areas for improvement/lessons learned. The report will provide a transparent result to the project sponsor and all involved in the management of the project. The project plan needs to be updated to the final revision and should include the final program, lessons learned, a copy of the issues register, the completion report and a copy of the final project audit. The project achieve checklist needs to be complete also.
Pre-meeting Audit	The project close out documentation, including the completion report, final project plan and project audit is reviewed by an independent auditor. This will ensure the documentation presented to the project sponsor cover all aspects of the completed project and represent the actual performance of all involved.

Final Project Meeting	The meeting is attended by all members of the project steering committee. the committee will be provided with all the closure documentation including the final project plan, completion report, archive checklist and the formal acceptance and closure form. The documentation is analysed during the meeting to highlight the successes, failures and lessons learned on the project. Each member of the committee is issued a copy of the documentation for their records.
Final Project Invoice	Once the final project meeting has been held and all documentation has been closed and accepted the final invoice for the project may be raised and submitted for payment.
Project Archival	Once the project has been closed out and the final payment received all the project documentation both paper and electronic need to be archived for record keeping purposes. in the future should any issues arise the documents can be referred back to. the hard copies are kept in a secure location and the electronic copies are kept on a specific archiving hard drive.

8. How will the project be monitored?

The project will be monitored in a number of different ways. There are weekly meetings scheduled between all members of the steering committee and project reports will be completed by Awesome on a quarterly basis or should any change request be submitted.

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, it does. Awesome's vision statement refers to supporting the local environment by its work practices and have local input (plants, materials, etc.) Also, their mission statement refers to being a leader in large scale landscaping development and delivering their works in an environmentally friendly way while trying to use native plants. Massive's project offers Awesome many benefits but it ties in with their vision and mission statement too. It is a large-scale project involving a substantial landscaping scope which is being carried out in an environmentally sensitive area which requires the use of native plants/vegetation and includes environmental management (erosion, tree & plant management).
- b. Yes, it lines up with their core business building eco lodges however Massive have predominately been involved in smaller scale projects to date. This is a step into much bigger projects and they have formed a partnership with Timber Home Construction to deliver the project. Their main business has been the delivery of eco lodges in environmentally sensitive areas. This project meets that criteria also as it is being constructed on the lower slopes of Cascade Peak. Also, Massive's previous projects have been in areas with strong tourist demand and it is evident that Cascade Peak has a strong tourism industry with demand in both summer and winter.

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

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

Your discussion must not exceed 500 words.

Guidance

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

Sam would not be able to approve and sign off the extra construction. Awesome is a subcontractor to Massive so Sam does not have the authority to approve where Massive's budget is allocated or spent. This would be a matter for Susan Wills and her team providing the additional cost, time and other factors are taken into account.

Firstly, if additional chalets were to be built Massive would have to firstly put an application to Stephen Lyons in Cascade Peak Council for approval to ensure it is feasible and meets council's requirements for the development.

Providing Council approve the changes to the development then the project plans showing the changes would be issued. Sam cannot act on rumours, he needs to have a new plan showing changes. Once new plans are issued to Awesome, Sam can review the changes and with Kim Nguyen see how the changes affect Awesome.

Awesome as part of their scope management need to review any new plans issued by Massive and see how these changes affect Awesome and the scope they have already agreed to. He would firstly need to follow whatever conditions are outlined in the contract between Massive and Awesome for changes to scope.

In most cases and for the propose of this answer this would be considered a change or increase to Awesome's scope. Sam would need to notify Massive of the increase to scope and then Massive would instruct Awesome to provide a cost and timeframe for the additional works.

Sam would need to review the plans and work out the additional, labour, materials, subcontractors and time required to carry out the additional works. This would need to be presented to Massive. Massive would need to review the costs and ensure it is

within the allocated budget and review the timeframe to ensure it meets their overall program and how it ties in with Timber House Constructions works.

Once the price and timeframe are agreed by both parties the construction of the additional 3 retaining walls would be added to Awesome's scope. Awesome's budget and program for the job would be adjusted accordingly and all project documentation would be updated to reflect the changes.

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