



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Integration Management

Version 1.01 Produced 18 October 2018

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Version control & document history

Date	Summary of modifications made	Version
5 May 2016	Version 1.0 produced following assessment validation.	1.0
18 October 2018	Version 1.01 Change to Practical Assessment	1.01

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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 5
TITLE:	Integration Management
FIRST AND SURNAME:	Ivan Sladojevic
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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 :Ivan Sladojevic

Signature: *sladojevic*

Date: 1.11.20

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 advisor to the project team at Awesome Landscapes Pty Ltd. Specifically you are required to provide independent advice on seeing their current project through the entire life cycle.

You have already provided advice to them in the previous four workbooks.

The project manager has advised the project is now complete, and is about to archive all the project documentation.

Your task is to evaluate the supplied project documentation and to ensure all due diligence has been completed.

You will need to compare the project plan with the previous version to ensure it is ready for closure.

[Project Charter version 4 \(.pdf\)](#)

[Project Plan version 4 \(.pdf\)](#)

[Project Gantt Chart version 4 \(.mpp\)](#)

[Project Gantt Chart version 4 \(.pdf\)](#)

[Project Network Diagram version 4 \(.pdf\)](#)

(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. Sam has asked to you check the Project Plan for anything that is missing. He has been very busy but appears to have done all the necessary finalisation of the plan ready for sign off.

He has mentioned the final report or lessons learnt documentation has not been included, and the project archiving checklist have not been completed either. You will be assigned to complete these later.

Examine the Project Charter (version 4) and Project Plan (version 4) and identify four (4) things that are missing.

Guidance:

- a. Assume the Project Gantt Chart and the financial figures in the summary/detailed costing tables are up to date as these have already been audited. Also remember this final project plan is in draft, and will not be signed off until the final acceptance meeting in a few days' time.
- b. Take note of the following:
 - i. Version control.
 - ii. The updates from the project in the other workbooks you have completed in previous workbooks.
 - iii. Check the project archiving checklist for everything that should be included

- | |
|---|
| <ol style="list-style-type: none">a. Cash Flow Projections for CR3b. Org Chart still has Massive Eco Dev as Main Sponsorc. Recourse Requirements still has JPD as earthmoving contractord. Change Requests documents not mentioned in Project archival sheet |
|---|

2. Sam is in the process of developing a set of Lessons Learnt Documentation for the project.
 - a. Access and review the four (4) previous workbooks you have completed and derive three (3) different lessons learnt throughout the project.
 - b. Document each lessons learnt using the Lessons Learnt Documentation Template provided. Use one template for each lessons learnt.

Lessons Learnt Documentation Template 1

Project Name	Cascade Peaks Chalets landscaping Project
Prepared by	Ivan Sladojevic
Date	20.10.20
Project Manager	Sam Ng
Lessons Learnt Number	1
Lesson Learned Proposed Name:	Change of Subcontractor
Project Team Role:	Procurement Management
Process Group*	
☐ Initiating ☐ Planning ☐ Executing ☒ Controlling ☐ Closing	
Specific project management process being used:	
Procurement management and subcontractor management	
Specific practice, tool or technique being used:	
WBS, PSB - Procurement management documents	
What action was undertaken?	change of earthmoving contractor from JP diggins to Earthmoving Logistics
What was the result?	due to the new sponsor being appointed to the job, they have asked Awsome Landscapes to remove JP diggins as Earthmoving contractor
What might have been a more preferred result?	Prefered result would be to keep the current earthmoving contractor as they are half way through the job, and all gear has been inducted. No cause of concern for quality either

What might have created the more preferred result?	detailed management plan to give assurance to Cascade Peaks group that works will be to their standard
What is the specific lesson learnt?	
The impacts of changing contractors mid project can be extensive	
How could one identify a similar situation in the future?	
if there are delays in payment when works are completed or cash flow issues	
What behaviour is recommended for the future?	
Extraversion and Agreeableness are recommended as they will steer the team in the right direction	
Where and how can this knowledge be used later in this current project?	
this knowledge can be used if the new earthmoving contractor goes into administration and a subsequent contractor has to be engaged.	
Who should be informed about this Lesson Learnt:	
☐ Executive(s)	☐ Project Manager(s)
☐ Others	☐ Project team (s) ☒ All staff
How should this Lesson Learnt be disseminated?	
☒ E-mail	☐ Intranet/Web site
☐ Others	☐ Tip Sheet/FAQ ☐ Library

Lessons Learnt Documentation Template 2

Project Name	Cascade Peaks Chalets landscaping Project
Prepared by	Ivan Sladojevic
Date	20.10.20
Project Manager	Sam Ng
Lessons Learnt Number	2
Lesson Learned Proposed Name:	HR Requirements
Project Team Role:	Human Recourse Management
Process Group*	

☐	Initiating	☒	Planning	☐	Executing	☐	Controlling	☐	Closing
Specific project management process being used:									
Human Recourse Management									
Specific practice, tool or technique being used:									
WHS Documents, Interviews, Human Recourse management system, Skills Matrix									
What action was undertaken?		additional staffing required after 2 current project employees left Awsome landscapes							
What was the result?		The hiring of 2 new employees with comparable skill and cutlural fit to Awsome Landscapes							
What might have been a more preferred result?		to keep the original two team members and to build skill around them via targeted emplymnt where there is a deficiency of skill							
What might have created the more preferred result?		proactive recruitment							
What is the specific lesson learnt?									
Unecessary down time cause by the depature of key staff. can be avoidded by strong group skills									
How could one identify a similar situation in the future?									
team moral due to change of sponsor and uncertanty of the project futre									
What behaviour is recommended for the future?									
positive feed back and communication to the entire team on how the project will continue to move forward									
Where and how can this knowledge be used later in this current project?									
when tendering on a new project a skills matric should be completed toesure all tasks can be completed									
Who should be informed about this Lesson Learnt:									
☒	Executive(s)	☒	Project Manager(s)	☐	Project team (s)	☐	All staff		
☐	Others								
How should this Lesson Learnt be disseminated?									
☒	E-mail	☐	Intranet/Web site	☐	Tip Sheet/FAQ	☐	Library		
☐	Others								

Lessons Learnt Documentation Template 3

Project Name	Cascade Peaks Chalets landscaping Project
Prepared by	Ivan Sladojevic
Date	20.10.20
Project Manager	Sam Ng
Lessons Learnt Number	3
Lesson Learned Proposed Name:	Subcontractor Reliance
Project Team Role:	Project Manager
Process Group* ☐ Initiating ☐ Planning ☐ Executing ☒ Controlling ☐ Closing	
Specific project management process being used: Quality Manangement / Procurment management	
Specific practice, tool or technique being used: QA, Check Sheets, Quality Management Plans, Meetings, Data Gathering, PO's	
What action was undertaken?	Earthmoving contractor engaged to complete digging and civil compenent for the project
What was the result?	change in contract half way through the job. increase in supervision
What might have been a more preferred result?	complete digging works internally
What might have created the more preferred result?	equipment availabilty and correct skills matrix to complete the tasks
What is the specific lesson learnt? If engaging subcontractors to perform works, correct due diligance must be done to enure the are capable of completing works to a high standard	
How could one identify a similar situation in the future? lack of QA, cash flow issues, advanced payment terms, increase of supervision required	
What behaviour is recommended for the future? Good Communication, Under Promise over deliver	
Where and how can this knowledge be used later in this current project? During the project life cycle, when you see slippage in quality and produciton from a external source	

Who should be informed about this Lesson Learnt:							
☐	Executive(s)	☐	Project Manager(s)	☐	Project team (s)	☒	All staff
☐	Others						
How should this Lesson Learnt be disseminated?							
☐	E-mail	☐	Intranet/Web site	☒	Tip Sheet/FAQ	☐	Library
☐	Others						

3. Sam has asked you to write the final report for the project. Complete the final report using the template below, assuming the things missing from the project plan in the question above have been included.

Guidance:

- Access and carefully review the project documentation you were provided with along with the case study scenario and populate all the fields with the required information.
- Provide a date that is later than the last date in the Project Gantt Chart version 4.
- Assume that this report will be submitted to Terrence Mackay, Stephen Lyons, Kate Chan, and Kim Nguyen.
- Provide a brief summary of the project in terms of the four project constraints (Scope, Cost, Time, and Quality).
- Provide a detailed summary of the project covering the functions of project management listed below. Further guidance is provided for you within the template.

Project Name:	Cascade Peaks Chalets landscaping Project
Prepared by:	Ivan Sladojevic
Date:	20.10.20
Project Summary	
Scope (What was included and excluded)	
Inclusions: Phase 1 – Pre-building Removal of vegetation in areas being cleared and replanting/maintaining the plants for replanting in stage 3. Access roads through the existing forest for builders to access each building site. •Retaining walls to provide stability around the buildings. Includes three additional retaining walls as per updated site plan. Phase 2 – Building Support •Monitoring the building site for erosion, subsidence or other environmental issues. •Excavation for incoming utilities (electric cable, water supply, etc.). •Excavation of sewerage and septic system. •Maintaining the plants removed in stage 1. Phase 3 – Planting and Landscaping •Diversion of stream and creation of water channels through resort in between the chalets. •Conversion of most access roads into landscaped walking paths. •Erection of signage around resort. •Detailed landscaping around chalets and paths. •Planting of native plants removed in	

Exclusions

Stage 1 – Pre-building

Removal of vegetation in areas being cleared and replanting/maintaining the plants for

replanting in stage 3.

Sourcing and maintenance of any additional native plants to be planted at the end of the project.

Removal of trees (these will remain in the ground, and buildings will be erected around them).

Planting of new trees.

Access roads through the existing forest for builders to access each building site.

Sealing of roads or car park.

Maintenance of main road up the mountain to the resort property.

Construction of any foot paths.

Construction of any bridges, culverts.

Construction of any electrical services (e.g. street lighting, power access to chalet sites, etc.)

Retaining walls to provide stability around the buildings.

Construction of foundations.

Planting around retaining walls.

Stage 2 – Building Support

Monitoring the building site for erosion, subsidence or other environmental issues.

Monitoring and maintaining partially and fully constructed buildings.

Monitoring and maintaining the main road.

Creation of additional retaining walls.

Onsite security (this is provided by the chalet development project).

Any building, decorating or furnishing of the chalets.

Excavation for incoming utilities (electric cable, water supply, etc.).

Installation of utilities.

Installation of service points at either road or chalet end.

Provision or delivery of utility raw materials or installation equipment.

Testing of the utilities (this will be done by the building contractors when the cables and

pipes have been laid, but before they are buried.

Weather damage.

Excavation of sewerage and septic system.

Installation of pipes and tanks.

Construction of septic system buildings or other infrastructure.

Provision or delivery of pipes and tanks.

Maintaining the plants removed in stage 1.

Purchase and maintenance of additional native plants to replace any that had perished.

Removal of additional plants or weeds from the building sites.

Stage 3 – Planting and Landscaping

Diversion of stream and creation of water channels through resort in between the chalets.

Nil

Conversion of most access roads into landscaped walking paths.

Construction of any roads within the resort.

Construction of any hand rails (this will be done by builders in the chalet

development).

Project once we have finished developing the paths. Construction of stone paved walking paths between chalets as per plan.

Erection of signage around resort.

Sign design or sign writing.

Cost (Budget vs. actual)		
Budget = \$650,000 V Actual = \$514,892		
Time (Estimate vs. Actual)		
Estimate Time of opening 11 th March V Actual time of opening = 12 th April		
Project Report Submitted to:		
Name: Terrance Mckay	Title: GM Cascade Peak	Date: 14/4/17
Name: Stephan Lyons	Title: Planning Manager Cascade Peaks	Date: 14/4/17
Name: Kate Chan	Title: Project Manager Timber Homes Construction	Date: 14/4/17
Name: Kim Nguyen	Title: Director Awsome Landscapes	Date: 14/4/17
Analysis of Project		
Guidance:		
a. <i>Process Review</i> - Describe all of the processes used during the planning, implementation and closure stages. b. <i>Lessons Learnt</i> - Describe what went right and or what went wrong and how effective were the management and the processes you used. If necessary, state how you overcame any problems. c. <i>Recommendations</i> – Make recommendations as a result of the lessons learned.		
Scope		
Process Review		
Planning of the scope, defining the scope, creation of the WBS, Controlling of scope creep		
Lessons Learnt		
keeping a clear record of the changes and variations helps control the scope creep and cover time and cost. positives about the scope management are; knowledge and experience is pooled together, some of the downfalls where higher costs due to outsourcing works		
Recommendations		
Implimenting a scope management plan will take time and effort but will save time and money in the life cycle. open communication between all stake holders.		
Time		
Process Review		
Project Dependancies, Time management Plan, WBS, Project Network Diagram		
Lessons Learnt		
time management plant clearly outlined the WBS, Gantt chart and other schduling items. this time management plan was effective in managing time and expectations due to the multiple mehtods on outlining taks to be completed.		
Recommendations		
continue with all appendicies outlined in the time management plant		

Cost
Process Review Processes used for project costs where detailed costing per task, summary costings, and cash flow expenditure charts
Lessons Learnt early cost checks where done well and cash flow maintained using the above process. improvements to be made around variation requests and detail on why / how they change the costings
Recommendations appendix to be added on each variation and costing to be provided in a break down
Quality
Process Review process used for quality was adhering to the cascade peaks shire council, standard building regulations and Quality assurance audits
Lessons Learnt extensive quality audits performed by the PM and supervise have ensured a quality product being delivered to the sponsor. however, the rigid audits on the majority of tasks might impact costs and time
Recommendations include ISO9004:2008 that guideline continuous performance improvement
Human Resources
Process Review process used in HR was stakeholder identification, recruiting capabilities for the project that included a staffing management plan, resource requirements worksheet stakeholder analysis and resource pool.
Lessons Learnt detailed resource requirements worksheet provided a good breakdown on how many staff was needed to complete each task, and would have positively impacted the time management plan. improvements to be made on detailing a skills matrix
Recommendations add in skill matrix to the appendices so all staff know the capabilities of the workers and tasks are assigned with ease
Communications
Process Review process involved in communication through out the project was a sound organisational structure, agreed procedures on conflict escalations, and communications plan and communications requirements plan
Lessons Learnt Communications plan does well to clarify staff members', stakeholders' and others' roles in the process: People need to know what they will be contributing to the organization and what they are responsible for. A plan will help manage people and their responsibilities.
Recommendations possibility of a recurring meeting with necessary stakeholders to ensure all stakeholders are on the same page. schedule of meetings can be set up via email

Procurement
Process Review process for procurement management plan was done through contract administration, with direct line of reporting through the PM and PA. contract close out was also done at the end with each subcontractor. a statement of works and procurement management checklist was also provided
Lessons Learnt outline of statement of works was done well. detailed description of works to be completed by subcontractor. further requirements in selecting subcontractors required to change half way through the works.
Recommendations when tendering on works. subcontractors should fill out a pre qualification sheet providing financial status and at least 3 x completed projects with similar scope
Risk
Process Review process used to monitor risk during this project where risk management plans, SWOT Analysis Rating impacts, risk brainstorming session covering potential associated risks categorisation, and risk prioritization
Lessons Learnt Risk management was covered in depth in the project plan, with numerous reference to risk identification and treatment of risk, with reference to who is responsible for the response
Recommendations possible recommendations for risk management is to involve management more in the ID and implementation safe work environments. this aim will be to build a shared view of the extent to which the business objectives have been achieved in the previous period and the extent to which they are expected to be achieved in the next period
Project Integration
Process Review process for project integration used where reviewing the project charter, Project plan, WBS and project diagram. followed by the review of the methodology, change control process, performance reporting. Scope, Time, Cost, Quality, HR, Risk, Procurement and stakeholder management plans are also reviewed
Lessons Learnt project integration will help eliminate waste throughout the project by continual refinement, improved productivity, increase in project value and help establish innovative tactics for approaching field of work.
Recommendations recommendations for future project integration to be led by a senior member of the company with established knowledge about the field of works.

4. Sam has approved the report in the above question to be distributed. He has also updated the project plan following your advice. Now he is ready for the project closure meeting. He has assigned you the task of organising this meeting.

Answer the questions that follow.

a. Who will attend this meeting? Guidance: List the attendees by name, job title, and organisation).
Kim Ngyen - Director - Awsome Landscapes Sam Ng - PM - Awsome Landscapes Andrew Lowe - Supervisor - Awsome LAndscapes John Brown - Manger Earthmoving Logistics Kevin Scholtz - Operations Manager - Awsome Landscapes
b. What information will each person need before the meeting?
Original Plans, Original Project Plan, V4 of the Project Plan, Daily Diary
c. Which documents (and which version number of each document) will need to be printed off for the meeting?
Version 1 and Version 4
d. Which of these documents will require signatures?
Project Plan
e. Who will need to sign off on these documents?

Kim, Sam and Andrew	
f.	Do you believe the project objectives aligned with the objectives of Awesome Landscapes throughout the entire project life cycle? Explain your answer.
The objectives of the project and the objects of awesome Landscapes did align throughout the project cycle because all the key objectives for the completion of the cascade peaks chalets. Additionally, any variations from the client that's where requested where met.	
g.	What needs to be done after the meeting to complete the closure of the project?
Formally transfer all deliverables, Confirm Project Completion, Review all contracts and documentation, Release resources, conduct a post completion review, Archive documentation, and release all documents and QA to the sponsor.	

WORKBOOK CHECKLIST

When you have completed this workbook, please ensure you have completed all parts of it:

☒ **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