



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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22 June 2017	Updated Table of Contents.	V1.1
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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 : Sophie Scott

Signature: 

Date: 29/03/20

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.

See below an outline of project phases that would take place during the Implementation stage:

Design Refinement

Procurement

Supply Chain

Construction

Handover

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	The Project Charter is a formal document that is like a road map for what an organisation, team or project is intended to be and accomplish.
Project Plan	The Project Plan is a formal, approved document used to guide both project execution and project control.

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	A phone call is useful when a quick response or decision is required.
Email	With email there is no misinterpretation of information received or sent and records can be traced.
Face to Face Meetings	Face to face meeting are ideal for teams to brain storm and build good relationships. They are also essential when crucial information needs to be communicated or when an issue needs to be resolved.

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	Verbal communication is used across all aspects of the project. Verbal communication is used to run meetings for example, to give subcontracts instructions, and other scenarios that require quick response or at a stage where people have many questions.
Non-verbal communication	Non-Verbal communication is used by everyone on sight at each stage of the project. It is often used in situations where verbal communication is not sufficient. For example, if someone in a vehicle needs to be given directions and it is too loud to speak or use a radio hand gestures can be used to give the directions instead.
Written communication	Written communication is used across the entire project team from project manager to administration. It is important to use as it is traceable so if an issue or questions arises you are able to go back and double check. For example, if there is a dispute between the builder and subcontractor around the location of a drain, they are able to refer back to the written instructions to resolve the problem.

10. List two (2) types of project management information systems (PMIS) and, in your own words, discuss how each is applied in project management.

Do not exceed 50 words for each discussion.

Information systems	Application
Computer Based PMIS	Computer based PMIS allows to track correspondence, revised drawings, schedules which in turn provides quick and useful data to the project team
Web Based	Web based allows the Project Manager to be off site and able to access plans between team members in different locations.

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	Project Sponsor pays for the project and is required to sign off the Project Plan as they are the ones who are developing and paying for the project.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	As the Council representative Stephen is required to sign off on the Project Plan as it is a requirement for the Council to approve any plan or development prior to a projects commencement.
Kate Chan	Project Manager - Timber Home Construction	As the organisation responsible for construction they need to understand and sign off on the building requirements.
Kim Nguyen	Director - Awesome Landscapes	As the Director of the company signing the Project Plan means that they understand and agree to all the job requirements of Awesome Landscapes need to deliver on in the project.
Sam Ng	Project Manager - Awesome Landscapes	As the Project Manager of the landscaping organisation Sam needs to sign off on the Project Plan to show they have an understanding of the landscaping and project management requirements.

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. The Project Plan does show evidence that the project has been appropriately approved for commencement as all the stakeholders required to sign the Project Plan prior to commencing have signed the document with appropriate Name, Position, Signature and date as indicated on page 6.
- b. The Project Plan has been distributed to all stakeholders who are required to have a copy. All key stakeholders have signed off on the Project Plan distribution list document as indicated on Page 1 which provides evidence that they have all received a copy.

3. How will the Project Outcomes be reported?

The outcomes will be reported in regular written reports for example, project status reports, performance reports and regular audits. All reports will be passed onto the key stakeholders to review.

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	As the sponsor Susan Requires a copy of the progress report as she needs to be updated of the progress. Payments are also made to contractors as it progress based on what has been completed.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	As the council representative Stephen requires a progress report so he is able to review each phase against the project plan and ensure no unauthorised changes have been made.
Kate Chan	Project Manager - Timber Home Construction	As Project Manager of Timber Construction Kate is required to receive a copy so she is able to confirm that the business is meeting all the construction requirements as outlined in the Project Plan.
Robert Hinson	Project Manager - Massive Eco-development Corporation	As the Project Manager for Massive Eco-development Corporation Robert requires a progress report to ensure that the project is being delivered as per the project plan and to the expectations of the sponsor.
Sam Ng	Project Manager - Awesome Landscapes	As the Project Manger Sam is required to know what is happening throughout the Project and where everything is up to so he can ensure the project is being delivered on schedule.

Kelly Pollock	Project Administrator - Awesome Landscapes	As the Project Administrator it is Kelly's responsibility to ensure the deliverables are being met which would be outlined in the Progress 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
☒	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-development Corporation have split the project three ways to ensure that each project is being delivered by the most qualified people. To maintain effective integration between the three projects a Project Plan has been designed so that everyone understands what is required to be delivered.

As well as a Project Plan key reporting such as Progress Reports will be conducted and given to all key stakeholders involved in the project. This ensures that each party is aware of what is happening in other areas as well as their own.

As per the organisation chart (Appendix 12) a clear communication path for all contractors to follow has been outlined. This means that people know who they are reporting to and have clear management pathways to follow.

It is the responsibility of the three Project Managers to develop and maintain strong relationships with one another and communicate throughout the project to ensure that the project runs efficiently.

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	Payment of remaining invoices involves collecting and finalising all invoices from suppliers and contractors that have not yet been paid. Before paying the final invoices the Project Manager and Project Administrator need to ensure that all work has been completed as per the Project Plan.
Project Closure Meeting Documentation	In the closing stage of the project, a project completion report must be carried out. The report outlines the results of the project such as images of the completed project, the lessons learnt which assists in avoiding making mistakes in the future and an audit report which summarises all of the audits carried out during the project. It also includes a version control table and the project Gantt chart that indicates the project has been completed, a copy of the issues register showing that they have either been closed or documented in the project and a copy of the project completion report. This documentation allows all parties to reflect and ensure all requirements from the Project Plan have been met.

Pre-meeting Audit	A pre-meeting audit is carried out and evaluated by an independent project auditor prior to the final project meeting. This ensures that the project meets all the correct standards and codes as per the governing bodies. It is a non-bias opinion that ensures that all correct procedures have been met.
Final Project Meeting	The Final Project meeting involves the members of the project steering committee. In this meeting the committee members confirm the accuracy of the completion report and updated project plan. They then review the lessons learnt report to benefit any future projects. They also discuss the project archives checklist and there is a formal acceptance and closure which is signed off by all members of the committee.
Final Project Invoice	The final Project invoice is presented to the sponsor for the final contract payment. This can only be done once the final project documentation has been reviewed and signed off confirming that the project has been delivered.

Project Archival	Following the final contract payments all project documentation must be archived. A projects archive checklist must be completed and checked off ensuring that there is both hard copies (stored in an archiving compactors) and electronic copies (saved onto an electronic hard drive, clearly identifying the project name). For example, once Massive Eco-development Corporation have made all payments all documents such as charter, plan, reports, change request must be added to the archive checklist and filed as both a hard and electronic copy.
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8. How will the project be monitored?

The project will be monitored via progress reports and performance reports. These will include scope verification checks and control checks to monitor and manage any changes, key performance indicators used to measure cost and time of the degree of variations. Using this information the project manager for example Sam Ng from Awesome Landscaping communicates with the client Susan Wills from Massive Eco-development Corporation advising them on changes that need to be made and modifying the plan to keep the project on track.

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. The objectives strongly align with the objections from Awesome Landscape business. For example, Awesome landscapes aim “to have an AWESOME environmental friendliness, where possible using native plant selections suited to the local climate to minimize ongoing maintenance” . This aligns with the project objectives to minimise the environmental impact that the construction of the chalets has. This is identified in the following three objectives; mitigate for any erosion or subsidence during the construction of the chalets, complete the planting and landscaping to ensure the resort blends in perfectly with the natural and ensure the forest flora and fauna is minimally impacted by the construction project.
- b. The key objectives for the project do align with Massive Eco-Developments Corporation for the following reason: They pride themselves on delivering eco lodges that will be able support the high demand of tourists which the new development aims to do.

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.

As the rumoured extra chalets that require 3 additional retaining walls are not in the Project Plan Sam is unable to approve the construction. Sam needs to go through the change control process.

First as Project Manager, Sam must complete the change control form. All the details going into the change process request form need to be negotiated between Sam as the Project Manager for AWESOME Landscaping and Susan Wills as she is the Program Manager for - Massive Eco-Development Corporation. The change request form is used to identify the types of changes being made, the areas that are impacted and the reasons for the change. Any risks involved also needs to be mentioned. Following this Kim Nguyen (Director, Awesome Landscapes Pty Ltd) needs to be notified for approval of the changes.

Once the change request form has been completed, finalised and approved it is presented to Stephen Lyons (Planning Manager, Cascade Peaks Shire Council), to advise if a new council approval is required for the proposed changes. If a new council approval is needed as the Sponsor of the Project, Susan Wills would then need to lodge a new application with the council on behalf of - Massive Eco-Development Corporation.

Following council's approval, the Project Plan and all supplementing documents will need to be modified and updated to include the approved changes. The updated Project Plan must include the change request form and the change register form is to be updated.

All changes in the Project Plan must be colour coded by highlighting the appropriate text and new information added. If any of the new changes have removed parts of any previous plan the relevant text must be formatted with a 'strike through.'

Once all documentation has been updated and modified a face-to face meeting is held with all the steering committee members which includes the following Susan Wills (Program Manager – Massive Eco-Development Corporation), Stephen Lyons (Planning Manager - Cascade Peak Shire Council), Kate Chan (Project Manager - Timber Home Construction Ltd), Kim Nguyen (Director – Awesome Landscapes Pty Ltd), Sam Ng, Project Manager – Awesome Landscapes Pty Ltd. At the conclusion of the meeting the sponsor, council member and director of Awesome Landscaping sign off on the change request.

Only after the above has been completed can Sam communicate the changes to the necessary contractor to implement and deliver.

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