



BSB51415 Diploma of Project Management



The Project Life Cycle

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Version control & document history

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ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
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 : Craig Silva

Signature:

Date:
06/04/2020

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.

In the Implementation Stage a review of project program should take place with contractors that will be working directly for you to ensure that they are aware of milestone dates that need to be achieved by the client. This also allows you to confirm they have adequate labour and resources for the project.

Start with major material procurement and confirm delivery dates so as to know if there will issues or delays that may effect the project delivery.

Monitor progress of project through meetings, updates and reports.

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

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

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

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

Select all that apply.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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	This is a formal authorisation of the project and sets out the requirements of the stakeholder in regard to their needs and expectations. It is a short document that gives a high level over view of the project letting them know what they are getting, timeframe, cost and quality.
Project Plan	This is the most important document for a project manager as it covers all details of the project. Such as why the project is being done. Value it adds to the organisation. Deliverables of the project. Deadlines and milestones that need to be achieved. Scope, budget and schedule. Technology that will be used.

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	This may be co ordination onsite between two different trades. As an example, two trades need to install overhead services in the same area but if installed the services will clash. Relevant personnel meet onsite and verbally resolve how services will be installed with out causing extra works for either trade.
Non-verbal communication	A crane dogman onsite uses non verbal communication when telling his crane driver what he wants him to do. He uses a mix of hand signals and whistles.
Written communication	Written communication can come in meetings where meeting minutes from previous meetings are issued as well as short range construction programs.

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	This can located in a job specific folder on your computer. The folder may contain project documents such as Project Plan, specifications, plans and correspondence can be stored for quick easy reference.
Web Based	A web based system is a way of principal contractor having full control of documentation of the project. They can use it to issue new plans, request information and order variations to contractors. All correspondence is stored on the website and also means they can do all tasks remote from project if need be.

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	As supervisor for the project sponsor they are responsible for the programming and co ordination of trades and services. They also need to ensure plan fits with time frames and scope of the project.
Stephen Lyons	Planning Manager Cascade Peak Shire Council	Stephen is a regulator on the project and as part of the project he is required to do audits. So he needs to ensure that all control measures are going to be put in place such quality and environmental.
Kate Chan	Project Manager Timber Home Construction	Kate is a primary contractor that has works that tie in with deliverable stages of the project. Dates from plan are required so her planning of procurement and delivery can start.
Kim Nguyen	Director Awesome Landscapes	As director of Awesome Landscapes he should be know all contents of the plan. Such as scope, program, budget, resources and risk.
Sam Ng	Project Manager Awesome Landscapes	Is the author of the plan and will be responsible for its implementation, updating and revising as required.

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 shows evidence that the project has been approved for commencement on page 6. This is where all members of the steering committee have signed and dated.
- b. Distribution to all stakeholders is shown and proved on page 1 of project plan. As all have signed and dated.

3. How will the Project Outcomes be reported?

Project outcomes will be reported to the steering committee in a number of different ways. Reports need to be produced by Awesome Landscapes Project Manager these include. After a change request has been signed a performance report using Appendix 39 must be done. If more than 3 months since the last change request another report needs to be created. The project plan must be updated to a new version showing status report and any other relevant documents updated to date of the report. A lessons learnt evaluation session will be held at the end of the project using Appendix 41 template. When all stages of the project are complete a final report using Appendix 42 is done and all reports are signed off by the project sponsor and distributed to all members of 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	As sponsor and in charge of the project Susan needs to be kept up to date so as to address any factors that could affect the completion of the project. Awesome Landscapes could be getting delayed or causing delays.
Robert Hinson	Project Manager Massive Eco-Development Corporation	From the report Robert will be directly involved in rectifying any issues on site. As mentioned above if there are delay issues, he will be responsible for the contractors getting back on program.
Stephen Lyons	Planning Manager Cascade Peak Shire Council	As Stephen has to complete audits at certain stages of the project the reports are vital so he can adjust audit dates if required.

Kate Chan	Project Manager Timber Home Construction	With Timber Home Construction start date dependant on certain stages of the project being complete Kate can use reports to assist her with co ordinating deliveries and labor.
Kim Nguyen	Director Awesome Landscapes	As director of Awesome Landscapes Kim needs to kept updated as to how the project is progressing, onsite and financially. If there are any issues he can work with his project manager to sort out.
Sam Ng	Project Manager Awesome Landscapes	In writing the report it may highlight aspects of the project that are going well and those that may need attention.

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.

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

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

Your discussion must be 100 – 200 words in length.

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

Massive Eco Development have requested that all there projects run separately and they will appointed an individual project manager each stage. Also the three projects have been planned separately as they each tie into the next. That being each stage needs to be complete for the next one to commence. There is no way the project could be successful if it was to run at the same time as there are definite milestones that need to be achieved for other works to take place.

Effective running of the project is going to rely on good communication and reporting between the three sponsor project mangers and project mangers from other companies. As each stage is reliant on the completion of the previous the construction program will need to closely monitored as with the way it is set up if there are any delays the program will slip and time is hard to make back.

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	Once project is complete and suppliers and contractors obligations and works have been completed. These also need to be completed to the agreed scope and quality and may also require provision of certain pieces of quality assurance documentation, invoices can be paid. Final invoices need to be paid before preparing project closure documents.
Project Closure Meeting Documentation	A completion report must be completed showing results, lessons learnt and audits from the project. An updated project plan is required with additional change control version incorporated. This updated plan must include the following. A version control table indicating that this is the final version. A Gantt chart showing project completion. Lessons learnt from the project. Show that all issues are resolved or documented in closure report. A copy of the project completion report. An audit report from the project with any costs included. As well as the above the project archives checklist must be complete (Appendix 44 of Project Plan)
Pre-meeting Audit	Prior to meeting have all closure meeting documentation approved by an independent auditor.

Final Project Meeting	This is to be attended by all members of the steering committee. All attendees will be provided with copies of the following. A project completion report, the final version of the project plan, project archives checklist and a formal acceptance and closure for signing. First part of the meeting is the confirmation and accuracy of report and updated plan followed by reviewing of lessons learnt documents. Some lessons that relate to future project may be noted. Using Appendix 43 the formal acceptance and closure is signed of by all members of the steering committee. Each member of the committee get a copy of the completion documentation for their own archives.
Final Project Invoice	Final project invoice for the final contract payment can be raised after successful delivery of final project documentation.
Project Archival	Once final contract payment is made by sponsor all project documents can be archived. Appendix 44 must be checked off as each document is archived in hard and electronic copy. Hard copy documents also need to be scanned into a network folder. Electronic files must be stored on a hard drive in a seperate specific project folder identifying project name and date of archive.

8. How will the project be monitored?

The project will be monitored a few ways. Auditing by Council and internally by Awesome Landscapes using Appendix 36 for both audits. Findings of these audits will be included in status reports. Performance reporting using Appendix 39 after changes of request have been signed. Also weekly meetings with the steering committee will help monitor the project.

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, as a business if the project is delivered on time, on budget and to a high level of quality. There is potential for more work in partnership with Massive Eco Development Co-Orp as they have more upcoming projects around the country. As this type of project is the core business of what Awesome Landscapes does then there is no impact on the business as a whole.
- b. Yes, as one objective of any project is to create further opportunities as is stated in business background of Massive Eco Development in Awesome Landscapes Project Plan. So if project is successful they will then develop more resorts around the country. As well as a successful project they may have found a good contractor to work with on these other projects.

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