



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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Version control & document history

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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 : Daniel Harrison

Signature: 

Date:
17/12/2019

WRITTEN QUESTIONS

- 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.

- Mobilisation
- Design
- Construction
- Testing
- Quality Assurance
- Training
- Procurement

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.
Not described	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
b+c	Iterative/incremental life cycle	d. In this structure, a new phase starts only when a previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule.
a	Adaptive Life Cycle	e. This is where a phase starts prior to the completion of a previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase.

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

Select all that apply.

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

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

Write the letter of your answer in the spaces provided.

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

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

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

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

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

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	A document that identifies the key requirements of the project. It outlines the project scope, objections, roles and responsibilities, key stakeholders and other vital items. It can also outline the goal of the project through a project slogan. It should be signed by the key personnel to show commitment to the project goals.
Project Plan	An overarching document of how the project will be delivered. It outlines the items in the project charter in further detail. It also includes program, financial, quality, resources, stakeholder management, communications, milestones and activities. The plan shall be agreed, approved and signed by key personnel.

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	Verbal communication, used to convey information quickly. Commonly available at most times and used by a wide range of project position staff. Information can be shared 2 ways instantly and is therefore great for discussion.
Email	Written communication, commonly used for conveying information as well as sharing/transferring documents eg. drawings, reports, transmittals, contractual communications etc. Acts as written evidence for record keeping. Can be sent and replied to many people at the same time. Useful when people aren't immediately contactable.
Face to face meetings	Generally verbal communication however documents can be discussed and shown for all present to see. May also use visual aids in conjunction such as screen share or projecting. It form is good for general discussions and minutes can be taken as a form of record keeping.

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 applied through speech via phone calls, pre-start meetings, site discussions. Example: A team leader may have a weekly meeting to discuss the teams goals, targets, deadlines etc for the week.
Non-verbal communication	Applied through hand gestures and other forms of body language (facial expressions, eye contact etc). Example: While explaining instructions, a colleague might nod their head to show that they understand the instructions.
Written communication	Applied through emails, letters, reports etc. Example: An approval of a variation may be authorised by a letter from the Administrator/client which provides details, instruction and acts as recorded evidence.

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	Used to drastically speed up the manual work required through computer programs. i.e. MS Project can automatically compute a program once task logic is established such as predecessors, durations etc.
Web-based PMIS	Web based software used to store project management information, tools, resources etc. It is very useful where there are multiple users in multiple work locations needing to access the same information or files at the same time.

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 EcoDevelopment Corporation	Program manager will be heavily involved in high level project planning including decisions, project organisation structure, changes to timeframes, quality and costs. Susan represents the Project Sponsor.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Involved with high complexity planning activities and strategies. They need to have input and sign off as any changes to the project plan will affect their planning process.
Kate Chan	Project Manager - Timber Home Construction Ltd	Ultimately responsible for the construction of the chalets. Any changes to the landscaping component needs to be signed off by Kate to ensure there is no affect on the chalets.
Kim Nguyen	Director – Awesome Landscapes Pty Ltd	Owner of the company and therefore a major stakeholder. Should therefore be familiar with what is involved with the project from a high end and know how significant changes to the project may affect him.
Sam Ng	Manager – Awesome Landscapes Pty Ltd	Will ultimately be in charge of running the project on a day by day basis. They need to be familiar with every aspect and change to the project. The project plan will be their bible.

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. Version control table on page 1 of 141 shows completed revision number, change description of initial release, author and approval date. Also, the authorisation section on page 6 of 141 shows approved has been ticked and all required sign offs from the steering committee have been undertaken.
- b. Yes, all personnel shown on the distribution list on page 1 of 141 have signed off.

3. How will the Project Outcomes be reported?

The project will be regularly audited. Outcomes of internal and external audits will be included in the status reports and attached as appendices to the updated project plan. Performance will be reported to the steering committee via project progress reports.

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	Project Steering Committee Member. Needs to be aware of all progress and scope changes across all projects so company wide global planning can be executed and monitored. Susan also represents the project sponsor.
Robert Hinson	Project Manager - Massive Eco-Development Corporation	Project Steering Committee Member. Needs to be aware of project progress and issues relevant to all projects under the Massive Eco-Development banner. Needs to be aware of any funding related issues. Need to be aware of any impact on scope, cost, time or quality issues.
Stephen Lyons	Planning Manager - Cascade Peak Shire Council	Project Steering Committee Member. Needs to be aware of progress, change requests and compliance with the requirements of the environmentally sensitive work sites.
Kate Chan	Project Manager - Timber Home Construction Ltd	Project Steering Committee Member. Needs to be aware of any issues that may impact, damage or delay any work done on the chalets, particularly construction related.
Kim Nguyen	Director - Awesome Landscapes Pty Ltd	Project Steering Committee Member. Needs to be made aware of progress against fixed budget. Particularly interested in any issues relating to time and money.

Sam Ng	Project Manager - Awesome Landscapes Pty Ltd	Project Steering Committee Member. Ultimately in charge of the project and needs to be aware of any issues affecting time, cost, scope and quality. Also needs to know how his project affects all stakeholders and steering committee members.
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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 has broken the overall project into 3 separate projects based on the 3 main stages of construction - prebuilding, building support and planting and landscaping. The 3 projects will need to have strong inter-communication for the success of the overall project. The use of steering committees and other forums such as progress reports has been established so that representatives across all 3 projects can be informed of progress, costs, timing and scope issues and changes as the project progresses. This will allow issues to be realised and resolved effectively and efficiently and ensure the smooth delivery of all 3 projects. The overall project has been broken up into 3 projects to ensure expertise is maintained across the entire project. Work activities and resource requirements for the 3 projects are quite different so this also allows for a higher level of delivery. Each project will have its own project manager who will collaborate with the other project managers to ensure successful delivery.

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

Do not exceed 150 words for each discussion.

Payment of Remaining Invoices	All outstanding invoices at project completion are to be collected, reconciled against dockets or other records, authorised and processed for payment within the payment terms of their respective contract to ensure all subcontractors and suppliers involved with the project are fairly compensated for their work. Once this is completed the final project costs can be determined.
Project Closure Meeting Documentation	Various documents are required to be closed out upon completion of a project. A project completion report shall be prepared and the project plan shall also be updated with the Version Control table updated to state a change description of project close out. The project gantt chart is to be updated to show all activities complete and show how actual progress tracked against the baseline. The results of the lessons learnt workshop should be reported in the final project plan. The issues register shall be updated to show all items closed out. A copy of the project completion report shall be attached to the project plan. The final audit report should be attached to the plan. Final project cost expenditure shall be included in the report. Final QA documentation, checklists and evidence of acceptance/hand over of the project to the client shall also be saved.
Pre-meeting Audit	An audit is to be conducted to ensure that all of the project closure documentation has been compiled and completed. This audit shall be undertaken by an independent project auditor prior to the final project close out meeting. The results of this audit can be tabled at the project closure meeting to show that the project is closed and save time going through documents during the meeting itself.

Final Project Meeting	Upon completion of the project the steering committee members are to meet. They are to be presented with all of the close out information including project completion report, final version of the project plan, project archives checklist and formal handover acceptance and closure. The lessons learnt are to be discussed for incorporation into future projects. The completion report, project plan and formal acceptance are to be signed off by the required signatories of the steering committee. All members are able to keep a copy of the final signed documentation.
Final Project Invoice	Upon completion of the works and acceptance of all close out informances. The final project invoice shall be submitted to the client for payment. This shall be titled the final payment certificate. Typically this acts as a secondary form of evidence that all works have been completed to the required standard and all obligations under their contract have been met.
Project Archival	Once all documentation is collated, accepted and final payment is received, all project documentation shall be archived. A project archive checklist shall be used to ensure this process is followed correctly and all stored information can easily be found in the future. Both electronic and hard copies shall be archived. All final signed copies of the charter, plan, reports, change requests etc shall be scanned as electronic documentation. Both hard and soft copies shall be filed in accordance with the locations stipulated in the project plan.

8. How will the project be monitored?

The project will be monitored through the close following of the requirements detailed in the project plan. This includes tracking and reporting on a number of areas such as scope, progress, cost, resources, time, cash flow, QA etc. Some of these items are monitored using forms attached to the appendix of the project plan. The results of this will be reported back to the steering committee and other key stakeholders.

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 project key objectives outlined in the project plan partially align with the business objectives of Awesome Landscapes. Some of the objectives revolve around scope however some of the objectives align with Awesome Landscapes mission statement of environmental friendliness, using native plant selections suited to the local climate to minimize ongoing maintenance. The fact that so many project objectives revolve around scope show that the objectives align with Awesome Landscapes' desire to build on working relationships with clients and subcontractors.
- b. Yes, the project objectives very much align with what the project sponsor organisation wants to get out of the project as they are primarily scope based. They both show similar objectives of achieving eco friendly solutions in both construction and on-going use by using a blend of natural environments. They also both support the objective of minimal disturbance to the surrounding natural environment. The partnership of Massive Eco-Developments with Timber Home Construction Ltd also ties in with the design and natural building materials component of the project objectives.

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

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

Your discussion must not exceed 500 words.

Guidance

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

Sam will need to follow the change control process. Sam as the project manager needs to populate the information required relating to the 3 additional retaining walls into a change request via the project change request template form attached as appendix 38 to the project plan. The main changes being made relate to scope, cost, risk (as the additional works have not yet been ordered), schedule and procurement management. Changes to supporting detail will need to provide sufficient justification to support the change request. Risk issues prompting changes and corrective actions are to be detailed. The Stakeholders notified under the change request is Susan Wills (Program Manager, Massive Eco-Development Corporation), Stephen Lyons (Planning Manager, Cascade Peaks Shire Council) and Kim Nguyen (Director, Awesome Landscapes Pty Ltd). The detailed information entered into the change request is to be presented and agreed between Sam and Susan Wills (Program Manager from Massive Eco-Development). Once completed the draft change request is to be sent to Stephen Lyons (Planning Manager of Cascade Peak Shire Council). They will then advise if the Council approval is to be revised/resubmitted due to the proposed changes. If it is deemed that a new Council approval is required then Susan Wills (Program Manager from Massive Eco-Developments) will commence the approval application process. Following approval from the Council the details of the change request shall be updated within the project plan and all other documentation as needed. The revised project plan shall include all change requests along with an updated change register. The changes to the project plan and other key documentation shall be highlighted in yellow colour (assuming this is the first change request). All deleted text is to be shown with a strikethrough and also highlighted in yellow. Once the project plan is updated Sam shall present it along with the change request and other associated revised key documentation via a face to face meeting with 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) and any other stakeholders directly impacted by the change request. Once everyone has discussed and approves the change request it shall be signed off by Susan Wills (Program Manager – Massive Eco-Development Corporation), Stephen Lyons (Planning Manager - Cascade Peak Shire Council), and Kim Nguyen (Director – Awesome Landscapes Pty Ltd). Sam will then be responsible for communicating and implementing the details of the change.

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