



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

Copyright © 2019 CSTC Pty Ltd. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system other than pursuant to the terms of the Copyright Act 1968 (Commonwealth), without the prior written permission of CSTC Pty Ltd

Version control & document history

Date	Summary of modifications made	Version
14 April 2016	Version 1.0 produced following Training Package update	V1.0
22 June 2017	Updated Table of Contents.	V1.1
16 October 2018	Change to Practical Assessment	V1.11

TABLE OF CONTENTS

This is an interactive table of contents. If you are viewing this document in Acrobat, clicking on a heading will transfer you to that page. If you have this document open in Word, you will need to hold down the Control key while clicking for this to work.

TABLE OF CONTENTS	3
ASSESSMENT WORKBOOK COVER SHEET.....	4
WRITTEN QUESTIONS.....	5
CASE STUDY	16
Instructions to Student.....	16
Introduction.....	17
WORKBOOK CHECKLIST	28

ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
TITLE:	The Project Life Cycle
FIRST AND SURNAME:	IVAN SLADOJEVIC
PHONE:	0405 292 687
EMAIL:	ivan.sladojevic@suncoastasphalt.com.au

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: 

Date: 7/12/19

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.
---	---------	--

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.

Currently our company is completed resurfacing works for a council within South East Queensland. A project phase that we impliment for the majority of the works carried out is the Overlapping Phase to Phase Relationship.

Generic phases that are completed while resurfacing a street are:

Profiling the surface, preparing the surface, sealing the surface and finally Resurfacing the surface.

all the above mentioned phases are started prior the phase beforhand being completed. This enables greater productivty throughout the working days.

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.
C	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.
E	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
The Project Charter	The project charter that formally authorizes a project or phase of documentation. It defines what the organization is thinking when creating the project. It lays out the goals of the project as well as the business case for it, and authorizes the project manager.
Project Plan	The project management plan defines the how the project will be managed. It can be distributed to the stakeholder. All ten functions of project management areas are covered in it. It is a living document that is updated as the project progresses, for example the project's scope changes, schedules are adjusted, and budgets are revised.

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

Communication media	Discussion
LETTER	Letter's are a usefull form of communication media when it comes to informing all the relevent stakeholders withing the construction site. Letter Box drops are done to inform the residants that construction works will take place on their street
PHONE	phones via phone call or text message are the most common type of communication media used through out our company. whether it is used to check up on the crews, hire equipment of convey messages regarding to changes of scope
EMAIL	Emails are a more formal form of communication media, they are used to relay relevant documentation to and from subcontractors/clients

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 on project work, most commonly in Site Toolboxes. This is where various topics from general house keeping to safety conversations are verbally communicated to the crews
Non-verbal communication	No verbal communication strictly occurs on site when verbal communication where verbal communication can't be achieved. mostly commonly hand signals around moving plant such as spotting, guiding profilers, tipping trucks
Written communication	Written communication is applied through our daily programs for the laying crews. these programs are emailed out in which they detail instructions for the following days work

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
Microsoft Project	MS Project is used to assist our project scheduling for street rehabilitation. it assists in keeping track when certain activities are required to be completed.
Google iCalander	Google iCalander is a WEB Based PMIS that is a effecting way to shedual individual job bookings while allowing multiple supervisors have access and input sugesstions to timing of works.

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	Sussan works for Massive Eco Developments therefore she is one of the project sponsors. She is required to sign off showing comitment to pay for the project
Stephan Lyons	Planning Manager / Cascade Peak Shire Council	Stephan as planning manager for the Cascade peak coucil is required to sing off on the project plan as it assumend that the landscaping has been approved by council
Kate Chan	Project Manager / Timber Home Construction Ltd	As a project manager for Timber Homes functional manager and major stakeholder that is providing a major resource to the overall scope of the works being undertaken by Massive Eco Developments and Awsome Landscapes
Kim Nguyen	Director / Awsome Landscapes Pty Ltd	As Director of Awsome Solutions Kim is required to sign off on the project plan as he is a key stakeholder and directly invested in the projects quality and outcome.
Sam Ng	Project Manager / Awsome Landscapes Pty Ltd	As a project manager for Awsome Landscapes Sam is stakeholder that is providing a major resource to the overall scope of the works being undertaken by Massive Eco Developments

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 plan has been approved to commencement. on page 6 of the project plan it states that the project plan is approved as it is compatible with the councils approvals. additionally the Approved box has been ticked and all the required stakeholders have signed off on the project plan
- b. The distribution of the project plan should always go to the stakeholders of the project. Copies should always go to the project sponsor, program manager and project manager. this is indicated on page 1 of the project plan where the project sponsor, program manager and project managers has all signed off on the distribution list.

3. How will the Project Outcomes be reported?

The project outcomes will be reported via:

Weekly meetings between Sussan (Program Manager - Massive Eco Developments), Robert (Project Manager - Massive Eco Developments), Kate (Project Manager - Timber Home Constructions), Kim (Director - Awesome Landscapes), Sam (Project Manager (Awesome Landscapes)

Reports will also be sent out quarterly detailing any change requests to by; Sam, Sussan, Robert, Kate and Tim

Any urgent information correspondence will take place between Sam and Robert directly

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	Sussan needs a copy of the project progress report to track the % completion so she knows when payment certificate is due to be sent. as well as being Roberts Supervisor for this development
Robert Hinson	Project Manager / Massive Eco Development Corporation	As project manager of this development Robert will require progress report to update his project plan for other external suppliers and when to expect progress payments
Stephan Lyons	Planning Manager / Cascade Peak Shire Council	Stephan will require progress reports as he is the local government stakeholder. he will require information so he pass it onto over relevant stakeholders with updates.
Kate Chan	Project Manager / Timber Home Construction Ltd	Kate will require the progress reports so she can get an indication on when the clearing will be completed so she can start getting the relevant documentation for her subcontractors to commence works.

Kim Nguyen	Director / Awsome Landscapes Pty Ltd	As Kim is the director he will require the progress reports because responsible along with Sam for the projects outcome and quality. The progress report will give indication on the status of the project and if they are ahead/behind schedule as well as budject overview
Sam Ng	Project Manager / Awsome Landscapes Pty Ltd	Sam will require the progress report because he will be managing the project. It can be used as evidence for progress payment claims to Sussan and Robert. As well as updated the project plan and Gantt chart to suit

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 Developments will maintaining effective integrations by creating a well-rounded projected charter, which they have done. This two page document will efficiently summarise the brief activities of each subcontractor and their agreed upon goals and agreements

Next this that Massive Eco have done to maintain integration is develop a project management plant. With this Massive Eco Developments have formally authorizes the work, the project manager begins the planning process. Using the information gathered to document the market demand, organizational need, legal requirement or other requests, the project manager creates the project management plan.

Next steps would be to Direct, Manage, Monitor and control the project works. By dividing the development into the 3 projects it allows Robert and Susan to effectively manage, and Monitor all their subcontractors until the final handover

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	The payment of remaining invoice to all the suppliers and subcontractors are required to be settled prior to the preparation to the final project closure documentation. Either invoices paid in full, paid with credit notes attached or process with a Purchase order awaiting payment. Document control is useful in listing all expenditures for all expenditure during the duration of the project. This will allow to monitor all expenses and check off when a PO has been raised or invoice been paid
Project Closure Meeting Documentation	This is where a report or document is completed where the results of the entire project are detailed, the lessons learnt are investigated and a audit report is carried out It is important to close out the project with a discussion on all the lessons learnt to improve future process and outcomes, this must be documenetated and updated on the project plan with version change It is critical to update the Gantt chat with all the actual completion dates as to get an accurate representation of the milestones achieved through out the project.
Pre-meeting Audit	The pre audit meeting is used check from an independent auditing usually. They will go through and check over all the project closure documentation prior to the project having a final meeting. Having a independent auditor with minimal ownership or stake in the company is a useful tool to ensure the final documentation is a true reflection of the life of the project. The pre audit meeting will also be useful to give an impartial review of the company's records, processes and procedures with respect. To ensure Awesome Landscapes followed proper process with respect to the project Plan for the Eco Village

Final Project Meeting	The final project meeting purpose is to formally close out the project with the project team. Identify the roles in the on-going maintenance or future work on the product of the project. Capture “lessons learned” from this project to transfer to future work. Most importantly the meeting provides a full team forum for acknowledging successes and capturing lessons learned, so that the team and others benefit from what got learned on this project. Communicates the change in project status to the project team members and provide an official sense of closure to the project team and ensure that any final items needing attention have been identified and actions assigned. Provides an orderly transition of the product from development to production support.
Final Project Invoice	The final project invoice from Awesome Landscape to Massive Eco Developments way occur when the final project documentation has been delivered to the Massive Eco Developments for the final contract payment. According to the project plan this will be 10% of the contract value or \$55,000 + GST.
Project Archival	Project archival is integral process in the closing stages of the project. All documentation is handed over and appropriately stored as either a hard or soft copy. During the on and off maintaince period the archive register will become very useful to go back and review documentation and Quality assurance paperwork to help resolve any potential issues, or to review process

8. How will the project be monitored?

The project will be monitored during phase 2 and phase 3. The supervisors will be responsible; monitoring that the proper procedure has been followed. The PM will conduct Quality Assurance Audits

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 objective for Awesome landscape solutions is to prepare the site for the construction of the timber chalets, excavate channels for the underground services, mitigate erosions, diverge local streams, complete all of the local landscaping and ensure that the local flora and fauna are minimally impacted. These project objectives directly correlate the business objective of awesome landscapes of; providing landscaping solutions to large scale residential and commercial developments, work with specialist companies to provide various landscaping and construction services. The project also aligns with awesome landscapes mission statement of “To Make Cascade Peak ecologically friendly through practical landscape solutions using local native vegetation and landscaping that blend in well with the natural setting”
- b. The project objectives of Massive Eco Developments is to sponsor the development of 508 wooden chalets within the forest of cascade peaks to support the increase in tourism during the summer climbing months and winter skiing season. This directly aligns with the business objective of Massive eco Developments, which is to build ecologically sustainable lodgements in eco sensitive areas four areas with the country that the tourism demand has spiked.

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.

The process Sam would have to follow would be initially sitting down with Awesome Landscapes team that would be involved with the delivery of this project. Sam would have to set up a meeting and consult with the site supervisors Alicia and Andrew, Awesome Landscapes Architect Paulo the operations Manager Kevin and the Director Kim. This discussion would cover the impacts of the three additional retaining walls such as:

- Additional time to complete the three retaining walls. And what impact that would have on the critical path and depend and task succeeding the task in Phase 1.3
- Will there be any logistical impacts with the additional
- Additional costs in acquiring the materials to make the retaining wall
- Additional labour required to complete the retaining walls
- What impacts will the three additional retaining walls have on the architectural design for the rest of the area

Next step in the process will be to sit down with Kate the project manager for Timber Home Construction, Stephan the planning manager from Cascade Peaks Shire Council and Robert the project manager from Massive Eco Developments to discuss any potential schedule delays, cost implications that could occur as a cause from the variation.

Once all the information is gathered and a plan is put into place for the additional retaining walls. A variation cost can be calculated to compensate Awesome Landscapes due to the change in scope as the Awesome Landscapes are under a Fixed Lump Sum Contract.

Sam and the Director Kim and then go to Robert the project manager Massive Eco Developments and Susan Program manager for Massive Eco developments and submit a variation claim for approval to procure and install the additional three retaining walls.

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