



BSBPMG540
ASSESSOR GUIDE

MANAGE PROJECT INTEGRATION

Assessment 1 of 13

Short answer questions



Assessment Instructions

Task overview

This assessment task consists of 11 short answer questions. Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need:

- Access to your learning materials
- Access to a computer and internet
- Access to Microsoft Word (or a similar program)



Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

1. the processes for conducting the assessment (e.g. allowing additional time)
2. the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

Short Answer Questions

Question 1

In your own words, explain the three pillars of project governance.

[Approximate word count: 110-130 words]

Assessor instructions:

The student must include an explanation covering structure, people and information. Students' words will vary, but their responses need to reflect the content provided in the sample answer.

A sample answer is provided below.

The three pillars of project governance include:

- **Structure** - This refers to the way in which the project is organised and how it fits into the overall organisation. It includes the roles and responsibilities of those involved, as well as the processes and procedures that will be followed.
- **People** - This refers to the team members who will be responsible for carrying out the project, as well as any stakeholders who need to be involved in decision-making. It also includes ensuring that everyone has the necessary skills.
- **Information** - The third pillar of project governance is information. This refers to ensuring that accurate and up-to-date information is available to all those who need it. The information must be clear and reported on consistently and regularly.

Question 2

The following questions are about project steering committees.

- a. In your own words, explain what is a project steering committee and list their responsibilities.
[Approximate word count: 100-120 words]
- b. Explain when a project steering committee is used as part of project governance.
[Approximate word count: 10-20 words]

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

- a. A **project steering committee** is an advisory group that provides governance and oversight of a project. Members may include senior executive, Project Sponsor, Project Manager, experts and senior stakeholders. The steering committee's responsibilities include the following:
 - Oversee and approve significant project direction and documentation, including business case, project charter/initiation document, risks, project plans, evaluation and closure reports
 - ensuring that the project stays on track and meets its objectives
 - monitor the progress of the project
 - make decisions about issues regarding cost, quality, time, risk, and scope creep
 - ensure that the project team has the resources they need to be successful
- b. A project steering committee is used for larger projects and in larger organisations.

Question 3

In your own words, explain the responsibility of a Project Sponsor.

[Approximate word count: 50-60 words]

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

The **Project Sponsor** frames the strategic direction by providing a project oversight function that collaborates with all stakeholders.

Their roles and responsibilities include the following:

- Project champion
- Approves the project charter
- Business case owner
- Accountable throughout the lifespan of the program
- Responsible for prioritisation of the project within the organisation.

Question 4

In your own words, explain a Project Initiation Document (PID).

(Approximate word count: 50-60 words)

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer. Students may list or provide a paragraph response.

A sample answer is provided below.

A Project Initiation Document (PID) defines the following elements:

1. The project scope and management of the project
2. The overall success criteria that the team can refer to during the project.
3. Information about the project, including context, scope, team, and collaboration of the project
4. The internal document used for external stakeholders

Question 5

A range of project management tools are available to check and measure a project's progress. Complete the following table to explain each project management tool.

Assessor instructions: Students must complete the answer in the following table. Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

| Project management tool | Provide a brief explanation of each project management tool used to monitor and control planned activity |
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| GANTT Chart (Approximate word count: 50-60 words) | A Gantt chart uses a bar chart to track tasks across time, and it basically is a timeline of a project. The top of the chart shows the timeframe, and the project activities are displayed on the left side. Gantt charts are an important project management tool to show the phases, tasks, milestones, and resources needed for a project. |
| Logic network (Approximate word count: 25-35 words) | A Logic Network indicates the sequence or order of activities in project duration. It can be used to identify milestones, critical paths, dependencies, timescales, and workflow of a project. |
| PERT Chart | Program Evaluation and Review Technique (PERT) is a chart used to review the steps required to complete a project, including the length of |

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| [Approximate word count: 40-50 words] | time needed to complete each step. It identifies the shortest time needed to complete an entire project. |
| Product Breakdown Structure (PBS) [Approximate word count: 35-45 words] | A Product Breakdown Structure (PBS) is an organised hierarchical tree of elements that make up project deliverables. A PBS can be used to clarify project deliverables which will assist you in building a work breakdown structure. |
| Work Breakdown Structure (WBS) [Approximate word count: 35-45 words] | A Work Breakdown Structure (WBS) is a hierarchical chart that breaks down the project's deliverables. It divides what needs to be completed into smaller yet more manageable tasks. The WBS can be used to assign work and allocate resources. |

Question 6

The following questions are about Work Breakdown Structures (WBS)

- In your own words, explain what is a WBS. [Approximate word count: 40-50 words]
- List the key steps to develop a WBS. [Approximate word count: 25-35 words]
- Outline the two types of WBS.

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

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| <p>a. A work breakdown structure (WBS) is a chart used to organise and divide project deliverables into smaller, manageable parts. Through the use of this chart, project managers can better measure the progress of the project and allocate resources more effectively.</p> <p>b.</p> <ul style="list-style-type: none"> • Start with clear objectives to form the structure, • identify tasks in order to achieve the goals • provide a measurable milestone for each task • assign each task. <p>c.</p> <p>There are two types of WBS:</p> <ul style="list-style-type: none"> • Phase-based structures – the project is structured and planned according to project phases • Deliverable-based structures – organise and define the activities for the project based on the deliverables promised. |
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Question 7

Explain the role of project life cycle stages.

[Approximate word count: 70 - 80 words]

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

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| The project life cycle is a sequence of steps that a project must pass through in order to be completed. This cycle consists of four distinct stages, and each plays an important role in the successful completion of the |
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project. A project life cycle views the entire project into stages to help establish the steps to complete a project and to ensure that projects are coordinated and finished on time and within budget.

Question 8

Complete the following table to explain the phases in a project life cycle.

Assessor instructions: Students must complete the answer in the following table. Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

| Project life cycle stage | Role of each life cycle phase |
|---|---|
| <p>Initiation phase</p> <p>(Approximate word count: 120-140 words)</p> | <p>The initiation stage of a project life cycle is the beginning phase of any project. It outlines the expectations and goals for the project, as well as who will be responsible for achieving them. During this stage, teams create a document known as a project charter or PID (Project Initiation Document). This document defines the high-level requirements, scope, timeline and resources needed for the successful completion of the project.</p> <p>In addition to developing a project charter or PID, it is also important to assemble the team responsible for carrying out all aspects of the project from start to finish. This includes identifying key personnel such as stakeholders, sponsors and team members; determining roles and responsibilities; and setting up communication channels between all parties involved.</p> |
| <p>Planning phase</p> <p>(Approximate word count: 160-180 words)</p> | <p>The planning stage of a project life cycle is an essential part of ensuring projects are successful and on time. During this stage, strategic decisions regarding the scope, resources, and timeline need to be established in combination with the objectives and goals outlined for the project. It's important that all stakeholders come together to ensure their individual perspectives are taken into account when making these strategic decisions.</p> <p>This stage of the project life cycle also allows for activities such as budgeting and scheduling to take place. Once all resources have been identified and allocated, a plan can be created that outlines how each task will move forward in order to make sure deadlines are met. The planning phase is an integral part of ensuring a project runs smoothly from start to finish; without it, any number of issues could arise further down the line.</p> <p>This phase aims to lay down a detailed strategy of how the project has to be performed and how to make it a success.</p> |
| <p>Execution phase</p> <p>(Approximate word count: 160-180 words)</p> | <p>Execution is the third, perhaps most important, stage of a project life cycle. During this stage, the team implements the decisions and activities defined during the planning phase. It is critical that regular monitoring and controlling of activities take place to ensure the project is progressing as planned.</p> <p>The execution stage generally involves both implementation and completion of the tasks required for the successful completion of a project. This often includes identifying risks, developing strategies for risk management, allocating resources in alignment with identified goals, training personnel on new processes or systems if necessary, executing planned tasks and providing oversight on progress made thus far. All these activities must be done within established budgets, ensuring no cost overruns occur during this crucial phase.</p> |

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| | During this phase, the project manager must supervise the project and prevent any errors from taking place. This process is also called monitoring and controlling, as discussed in the previous section. After satisfaction from the customer, sponsor, and stakeholder's end, you progress to the next step. |
| Termination phase [Approximate word count: 130-150 words] | Termination is the final stage of a project life cycle. It marks the end of the project and ensures that all activities, deliverables and expectations have been reached. It is during this stage that a formal closure to the project is declared, thus allowing for any lessons learned from the project to be applied in future initiatives. The termination stage represents an important opportunity for teams to review and evaluate their performance on the project, ensuring that it was completed successfully according to set criteria. During this step, teams must document any successes or failures encountered throughout the life of the project, as well as look at areas where improvements can be made. Additionally, resources allocated to the project are released from assignment at this point in order to free up capacity for new projects or initiatives. |

Question 9

List and briefly explain the five phases of **Business Impact Analysis (BIA)**.

[Approximate word count: 300-320 words]

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer.

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| <p>Phase 1: Preparation</p> <p>As part of the preparation:</p> <ul style="list-style-type: none"> • Understand who will be part of your project team to complete the work • Define the goals and objectives you will assess through your impact analysis in consultation with upper management. <p>Phase 2: Information Gathering</p> <p>Phase 2 requires you to gather raw data about your business processes. The most common methods of obtaining this data are interviews with the people in charge of each function, along with a company impact analysis questionnaire. Once all surveys have been collected, or interviews have been completed, it's time to combine the data for each process into one document.</p> <p>Phase 3: Information Review and Analysis</p> <p>Once you have collected all the information needed for each business process, you are ready to review and analyse the information.</p> <p>The Business Impact Analysis team will look at each process to determine:</p> <ul style="list-style-type: none"> • Which functions and processes are most important to your business' continual operation? • What roles and technology are required for each process? • What is the recovery time needed to bring the process back to normal operation? <p>Phase 4: Business Impact Analysis Report Creation</p> <p>Once all this information has been analysed and confirmed, you'll prepare a Business Impact Analysis Report to present to senior management and other stakeholders in disaster recovery.</p> <p>The Business Impact Analysis report will include the following information:</p> <ul style="list-style-type: none"> • Executive summary • Objectives and scope • Methodology used to collect information |
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- Findings about processes, functions, disruptions, risks, acceptable risks, potential costs and recovery strategies
- Supporting documents
- Recommendations for recovery.

Phase 5: Business Impact Analysis Recommendation Implementation

The final step in this process is implementing recommendations.

Once your team has conducted the Business Impact Analysis and communicated the findings, it is ultimately up to leadership to act on the recommendations. Your team can help promote the findings of the analysis and encourage leadership to move forward with your advice.

Question 10

Explain the steps to manage change requests.

[Approximate word count: 150-170 words]

Assessor instructions: Students' words will vary, but their responses need to reflect the content in the sample answer.

Step 1: Understand the scope of the requested change: Determine the scope of the change request and what needs to be done because of the requested change.

Step 2: Determine the impact of incorporating the change

Consider:

- What impact does the change have on the budget?
- How will timelines be affected?
- Who is affected by the change, including team members?

Step 3: Seek Approval or Disapproval of the Change Request

Many organisations have multiple levels of approval depending on the intensity and impact of a change.

A change request that significantly impacts resources may require approval from higher-level management.

A simple request, such as requiring an additional hour of work, may just need the project sponsor's approval.

Step 4: Communicate and implement the approved change request

When a new change request comes into effect, it's crucial to communicate the changes to the project team, stakeholders and clients. Communication can be verbal, but it is also important to provide written advice on the approved changes.

Question 11

Complete the following table to explain the organisation documents used to record project strategies and goals.

Assessor instructions: Students must complete the answer in the following table. Students' words will vary, but their responses need to reflect the content in the sample answer.

A sample answer is provided below.

| Project integration management document | What is the document, and what type of information is recorded? |
|--|--|
| <p>Project charter</p> <p>[Approximate word count: 25-40 words]</p> | <p><i>A Project charter:</i></p> <ul style="list-style-type: none"> • is an official document that describes the project and objectives • outlines how the work will be performed • defines the stakeholders • is used during the project lifecycle. |

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| <p>Project management plan</p> <p>[Approximate word count: 100-120 words]</p> | <p>A project management plan outlines the scope and execution of a particular project and provides direction for everyone involved in the process. The plan outlines the goals, resources, timeline and budget required to complete the project successfully.</p> <p>The primary goal of a project management plan is to ensure that all stakeholders understand their roles and responsibilities in the completion of the project. This ensures deadlines are met and costs remain within budget while still delivering successful results.</p> <p>Organisations can customise their own plans with specific details such as team members' names, responsibilities, delegated tasks or risk mitigation strategies needed to complete a project successfully.</p> |
| <p>Project evaluation report</p> <p>[Approximate word count: 100-110 words]</p> | <p>A Project Evaluation Report can be used to formally document the feedback received and to document lessons learnt to improve future projects.</p> <p>A Project Evaluation Report should include the following information:</p> <ul style="list-style-type: none"> • A summary of the project • An explanation of the finding of the evaluation, including the deliverables, what went well and what issues occurred • A summary of the feedback gathered from the project stakeholders and authorities • A summary of how well the project complied with the Project Management Plan • A summary of any variations between objectives and outcomes • Realistic recommendations that can be used for future projects to improve results |

Assessment submission checklist:

Students must have completed all questions within this assessment before submitting. This includes:

| | | |
|---|---|--------------------------|
| 1 | 11 short answer questions to be completed in the spaces provided. | <input type="checkbox"/> |
|---|---|--------------------------|

Congratulations, you have reached the end of Assessment 1!

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