



BSBPMG531

ASSESSOR GUIDE

Manage project time

Assessment 3 of 6

Project

Assessment Details

Task overview

This assessment task is divided into two (2) parts:

- Part A – Implement changes to the project schedule (project)
- Part B – Meet with Project Sponsor to communicate changes (project and observation)

Read the case study 'Complete Business Solutions Australia' and complete each part.

Additional resources and supporting documents

To complete this assessment, you will need:

- Examples of project schedules, reports and feedback from project stakeholders regarding time management (provided within the case study)
- A video recording device
- Computer and software

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:

- the processes for conducting the assessment (e.g. allowing additional time)
- 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.

Case study – Complete Business Solutions Australia

The following assessment tasks use a simulated business called Complete Business Solutions Australia (CBSA).

Part A: Implement changes to the project schedule

You work as Tina Hughes, Sales and Marketing Manager for Complete Business Solutions Australia (CBSA). You have received two emails from stakeholders about delays impacting the project schedule.

In Part A, you are required to review the emails, determine the effect on the project schedule, make changes to the schedule and send an email to the project sponsor (Assessor) to advise of the changes.

To begin this part, read the following two emails and then complete the tasks that follow:

Email 1

To: Tina Hughes (Tina.hughes@cbsa.com.au)
From: Betsy (Betsy@marino.com.au)
Date/time: Monday 10.00 a.m.
Subject: Ingredients list delay

Good morning Tina

I need to let you know that the ingredients for the development of the new products have been delayed by one week.

Sorry about the delay.

Betsy

Marino Enterprises Director

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Email 2



To: Tina Hughes (Tina.hughes@cbsa.com.au)
From: Kelly Munro (Kelly.munro@cbsa.com.au)
Date/time: Monday 10.00 a.m.
Subject: Changes to the project schedule

Good morning Tina,

Further to my previous email, I am writing to let you know that there have been changes to the packaging requirements. The font size selected was too small, so the food warning and advisory

statement could not be read. Unfortunately, we need to change the labelling and graphics on the packaging.

Changes to labelling usually take about five weeks, but it may be completed within four weeks.

I'm sorry about the delay.

Kind regards

Kelly Munro

Business Development Specialist

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



Complete the following steps.

Based on the case study information, implement changes to the project schedule based on the two scenarios and communicate the changes by email to your assessor.

Purpose of the Task

This part is designed to ensure that the student can identify the impacts to schedules on project management time and record and report the project's progress according to the agreed schedule.

Guidance to Assessors About this Task

There is no submission due date for this task.

Review all evidence and mark using the assessment checklist and assessment marking criteria to record the outcomes of this task. Example benchmark responses are provided below.

This will require you to:

1. Use the three-point time estimating technique (PERT) to determine the change in the timeframe. Show your calculations to work out the time.

Assessor Instructions

The student must use the three-point time estimating technique (PERT) and show their workings:

An example using the three-point weighted average time estimating technique (PERT):

$$E = (O + 4ML + P) / 6$$

$$E = (20 + 4 * 25 + 40) / 6$$

$$= 160 / 6$$

$$= 26.6 \text{ days}$$

2. Review the project schedule developed in Assessment task 2, Part A and update the project schedule based on the changes.

Assessor Instructions

The student must modify the schedule developed in Task 2, Part A to document the changes to activities, start and finish dates and duration.

The student may modify the documents for the project to show the variance in the end dates for the two scenarios. The dates entered may vary. For example, the key change for the activities must cover labelling. For example,

Activities	Project 1 Marino Webpage Update						
	Start date	Finish date	Duration	Milestone	Revised end date 1	Variance	Revised end date
Legislative requirements and labelling confirmed	8 June	12 June	10 days	0	14 July	17 days	

3. Complete a time impact analysis and prepare an email to the sponsor about the changes:
 - a. Complete a time impact analysis to identify the baseline variance for the requested change. Show your calculations and notes below.

- b. Prepare an e-mail to the Project Sponsor to:
 - explain the changes and the impact on the schedule and project outcome.
 - ask for approval from the Project Sponsor about the required changes.

(Approximate word count: 50-100 words)

Salutation

E-mail body

Student name

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



Your email must use:

- Appropriate language, correct punctuation and spelling
- Be appropriately formatted using appropriate tone and content for the purpose and audience
- Note: for this assessment, you will prepare the email and upload a copy of the email to the LMS for your assessor. You do not need to email the message.

3. Prepare an email to the sponsor about the changes and include the following information:

- a. Complete a time impact analysis to identify the baseline variance for the requested change
- b. 50-100 words explaining the changes and the impact on the schedule and project outcome

The student must provide a summary that includes the following information:

- The recipes and process confirmation moved a week. This means that product documentation finalised is also moved forward by a week, as is market testing for product approval.
- The student might also decide to move the confirmation of packaging details by a week.
- However, confirmation of the production schedule, logistics system check and manufacturing commencement are all unchanged.
- The result is that the product can still be produced in time to meet the launch date, and the project remains on track to reach the outcomes and requirements

c. Ask for approval from the Project Sponsor about the required changes.

The student prepared an email to the Project Sponsor with the date, subject and summary covering the above points.

The student's email must use:

- Appropriate language, correct punctuation, and spelling
- Be appropriately formatted using appropriate tone and content for the purpose and audience
- Note: for this assessment, the student must prepare the email and upload a copy of the email to the LMS for the assessor.

Submission instructions

Submit your assessment via the LMS.

Assessment submission checklist:

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

The student has submitted:		Yes	No
1	Amended project schedule, including calculations to work out the time	<input type="checkbox"/>	<input type="checkbox"/>
2	Email to Project Sponsor	<input type="checkbox"/>	<input type="checkbox"/>

Assessment marking criteria: Part A: Implement changes to the project schedule

Assessor instructions: All sections/questions must be completed. Refer to the template for sample answers and benchmarks.

The evidence submitted demonstrates that the student has satisfactorily (S) covered the following criteria, or the evidence is not yet satisfactory (NYS) and requires resubmission.

		S	NYS
1	Use the three-point time estimating technique (PERT) to determine the change in timeframe with accurate calculations.	<input type="checkbox"/>	<input type="checkbox"/>
2	Review and update the project schedule based on the changes	<input type="checkbox"/>	<input type="checkbox"/>
3	Prepare an email to the sponsor about the changes and include the following information: a. Complete a time impact analysis to identify the baseline variance for the requested change b. At least 100 words to explain the changes and the impact on the schedule and project outcome c. Ask for approval from the Project Sponsor about the required changes.	<input type="checkbox"/>	<input type="checkbox"/>

Task Instructions: Part B – Meet with Project Sponsor and Marino Director to communicate changes (project and observation)

This part of the assessment will be completed using a role-play activity. You will meet with your two other participants, who will act as the Project Sponsor and a volunteer acting as Betsy, Marino Director.

In your role as project manager (Tina Hughes), you are to organise a meeting with the project sponsor, Gavin Stead and Betsy (Marino Director) to discuss the progress of the project according to the agreed schedule.

You will need to:

- Read the following email received from Con. This email was received just before the scheduled meeting.
- Discuss any prior changes to the schedule and how these changes have been addressed.
- Discuss changes required as a result of Con's email and gain agreement with Gavin and Betsy about the changes to the schedule required.

You receive the following email from Con six months into the project.

Read the email and complete the tasks that follow.



To: Tina Hughes (Tina.hughes@cbsa.com.au)
From: Con Kafatos (Con.kafatos@cbsa.com.au)
Date/time: Wednesday 10.00 a.m.
Subject: Schedule change to IT web project

Good morning Tina,

On testing the website, we have run into some issues, including missing information, and the links between the online purchasing and payment systems are not connecting. The payment screen is freezing, and the purchase confirmation is not being sent to the customer. As a result, we don't think we will have it ready on time. We're not sure why this has occurred, given the website has been working perfectly over the last twelve months for the products already being sold online and delivered. Based on this information, I worked out the time I would initially need and when my team would finish in time for the launch.

I estimate it will take an additional five days to trace, identify and fix the issue, or the maximum time it could take is ten days, but more likely to be seven days. The cost per day per person to work on the development is \$130

Kind regards

Con Kafatos

IT Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



Role-play instructions

The role-play meeting must include three (3) participants, must not exceed 15 minutes duration and must address all elements of the Observation Checklist below.

In this task, you will participate in a role-play meeting with three participants:

- yourself role-playing Tina Hughes
- one (1) participant who will role-play Gavin Stead, Project Sponsor
- one (1) participant who will role-play Betsy, Marino Director. The two (2) participants may be resourced using one of the following options:
 1. Peers who you are already working with, in the industry your qualification relates to.
 2. Fellow students who will play the role of Gavin Stead and Betsy. Please contact your fellow students via the Discussion Forum and coordinate your role play with them directly.

If you cannot find participants to play the role of the other two role-play participants, contact your assessor via the Discussion Forum, who will discuss options for pairing up with another students to complete this task.

Option 1: Peer participant

Should you complete this task with your Peers, you must fully brief all participants, providing them with the context of the role-play meeting, a role outline to play and a copy of the observation checklist so that they can prepare for the recording.

Peers will need to state their name and job title at the start of the recording to inform consent.

Option 2: Fellow student participant

Fellow students participating in the recording must be provided with context to their role and responsibilities in the session and have reviewed the assessment activity and observation checklist so that they can prepare for the recording.

Students will need to state their name and that they are a student (as their job title) at the start of the recording to inform consent.

Recording instructions

Your role-play must be recorded with all participants captured in a virtual room using a system such as Zoom, Skype or Teams.

Consent to participate in the recording must be captured for all participants at the start of the meeting. This is achieved by the student reading the following statement at the start of the recording, with all participants replying their name and job title to inform consent.

"This session/presentation is being recorded for assessment purposes for my course with Swinburne Open Education. This session will be recorded and submitted through my course online learning platform to my assessor for grading. All participant/s in this session indicate their consent to be included in this recording by stating their name and job title."

The time taken to capture consent at the start of the recording does not count towards the recording time limit.

Include this recording as part of your assessment submission.

Prepare for the role-play meeting

1. Prepare for the meeting by reviewing the issues outlined in Con's email and consider the potential changes required to the original project schedule and critical path diagram you developed in assessment Task 2 (part A).

Before the meeting:

- a. Determine the estimated time to complete the activity in the project
- b. Determine the cost of the change to the schedule in monetary terms and make a recommendation regarding the budget. The original budget was \$75,000 for the project
- c. Prepare a brief report covering:
 - The estimated time to complete the project
 - Cost of the change to the schedule in monetary terms
 - The progress of activities up to this time according to the agreed schedule
 - Justify the need for the change as a result of Con's email, including:
 - the impact on the project schedule, including identified trends
 - what you will have to amend with your time management documents
 - who you will need to inform and get approval from for the change in scheduled time.
- d. Provide the participants role playing Gavin Stead, the project sponsor and Betsy, Marino Enterprises Director with:
 - a copy of the scenario,
 - your calculations (a & b above) together with the report you prepared (c above)
 - a copy of the the email from Con Kafatos.

2. During the meeting

You are required to chair and lead the discussion in your role as the Project Manager. This will require you to:

- a. explain the purpose of the meeting
- b. report on the progress of the project against the scheduled baseline
- c. explain the issue arising from Con's email, the impact on the project outcomes and discuss and obtain agreement for the required changes
- d. highlight trends that might be showing that need to be monitored and how you will do this
- e. identify the mechanism as a project manager you will use to monitor the trends identified
- f. identify who will need to be informed of the changes to the schedule
- g. prepare a table as follows – this is to be used at the meeting to note down any agreed changes that will need to be made to the schedule, as well as the forecast of the effect on the present status of the schedule and project outcomes.

Activity ID	Activity	Impact on baseline schedule	Actions to improve performance and meet project outcomes

During the meeting, your assessor will observe your ability to use:

- clear and detailed language to report on project progress and in outlining the issues regarding the component of the project

- non-verbal communication to convey expectations and confirm information received
- correct project terminology during the discussion and report
- a respectful tone of voice when communicating with the project sponsor and Marino Enterprises Director

Your assessor will be checking to see in your selected communication you:

- used an appropriate communication channel and format for the audience and purpose
- used appropriate language and terminology
- used an appropriate tone to suit the audience and the purpose of the communication.

3. After the meeting

You are required to document the outcomes of the discussions with Betsy and Gavin, including:

- modify the critical path diagram you developed in assessment task 2
- modify the project schedule you developed in assessment task 2
- complete the CBSA email template to inform relevant stakeholders about:
 - the project schedule changes that affect them
 - why the changes are occurring, including the trends concerning the number of changes in schedule and activities being completed
 - the impact of the number of changes on the project concerning time and budget/resources.

To:	
From:	
Date/time:	
Subject	

Salutation


E-mail body

Student name

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



Scenario

Marino Enterprises, a local restaurant renowned for delivering high-quality and diverse culinary experiences, has enlisted the expertise of CBSA to facilitate the launch of their new website. The primary focus is to ensure a seamless online presence, enhancing the overall customer experience for their expanding menu offerings.

Stage 1 of the project has been implemented and Marino Enterprises is now working with CBSA to implement stage 2, which is focusing on expanding their product line to twelve meals, including new vegetarian options. Tina Hughes has been entrusted with the role of project manager, Gavin Stead is the project sponsor and Betsy is Marino Enterprises Director. Con Kafatos is the IT manager responsible for website development. A detailed schedule for IT, marketing, and overall project timelines has been developed and agreed upon by all stakeholders.

Con Kafatos has emailed Tina Hughes reporting an issue with the website, estimating a delay of 5-10 days with a cost of \$130 per person per day for fixing. The project is set to begin on March 1st, with a goal to launch in September, but Con's email indicates potential delays in the IT aspect.

Information for the participant playing Gavin Stead (Project Sponsor).

Before the meeting

Familiarise yourself with:

- the role-play scenario
- the calculations and report prepared by Tina Hughes
- the email from Con Kafatos

During the role-play meeting

You will play the role of Gavin Stead project sponsor for the Marino Enterprises project. You must participate in a discussion of approximately 15 minutes with the student role playing Tina Hughes, the project manager for the Marino Enterprises project and Betsy, Marino Enterprises Director. During the meeting you must:

- Agree to a change in the budget and who will bear the overspend
- Make a comment or ask a question about the impact on the project schedule or the identified trends
- Suggest Tina and you meet after this meeting to discuss implementation issues further.

Observation Checklist

During the meeting the student must:

explain the purpose of the meeting

report on the progress of the project against the scheduled baseline

explain the issue arising from Con's email, the impact on the project outcomes and discuss and obtain agreement for the required changes

highlight trends that might be showing that need to be monitored and how you will do this

identify the mechanism as a project manager you will use to monitor the trends identified

identify who will need to be informed of the changes to the schedule

use an appropriate communication channel and format for the audience and purpose

use appropriate language and terminology

use an appropriate tone to suit the audience and the purpose of the communication

Information for the participant playing Betsy, Marino Enterprises Director

Before the meeting

Familiarise yourself with:

- the role-play scenario
- the calculations and report prepared by Tina Hughes
- the email from Con Kafatos

During the role-play meeting

You will play the role of Betsy, Marino Enterprises Director. You must participate in a discussion of approximately 15 minutes with the student role playing Tina Hughes, the project manager for the Marino Enterprises project and Gavin Stead the project sponsor. During the meeting you must:

- Listen to Tina's (student's) report
- Make a comment about one part of the report
- Agree to the extension of time but not to the cost of the extension.

Observation Checklist
During the meeting the student must:
explain the purpose of the meeting
report on the progress of the project against the scheduled baseline
explain the issue arising from Con's email, the impact on the project outcomes and discuss and obtain agreement for the required changes
highlight trends that might be showing that need to be monitored and how you will do this
identify the mechanism as a project manager you will use to monitor the trends identified
identify who will need to be informed of the changes to the schedule
use an appropriate communication channel and format for the audience and purpose
use appropriate language and terminology
use an appropriate tone to suit the audience and the purpose of the communication

Submission instructions

Submit your meeting preparation notes together with your calculations and role-play recording via the LMS.

Assessment checklist:

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

The student has submitted:		Yes	No
1	A brief report covering: <ul style="list-style-type: none">• the estimated time to complete the project• cost of the change to the schedule in monetary terms• the progress of activities up to this time according to the agreed schedule• justify the need for the change as a result of Con's email, including:<ul style="list-style-type: none">○ the impact on the project schedule, including identified trends	<input type="checkbox"/>	<input type="checkbox"/>

	<ul style="list-style-type: none"> ○ what you will have to amend with your time management documents ○ who you will need to inform and get approval from for the change in scheduled time. <p>The role-play recording</p>		
2	<p>Documented outcomes of the discussions, including:</p> <ul style="list-style-type: none"> ● Modified critical path diagram ● Modified project schedule ● Completed CBSA email to inform stakeholders about: <ul style="list-style-type: none"> ○ the project schedule changes that affect them ○ why the changes are occurring, including the trends concerning the number of changes in schedule and activities being completed ○ the impact of the number of changes on the project concerning time and budget/resources. 	□	□

Assessor Instructions for Assessment Task 3 Part B – Meet with Project Sponsors and Marino Director to communicate changes (project and observation)

Information to the assessor and role-players

Before the meeting, the student must:

- Determine and document the estimated time to complete the activity in the project, including showing their workings.

An example is provided. Accept variations of the following:

PERT to work out days ($E = O + 4ML + P$)

Optimum is 5 days

Pessimistic is 10 days

Most likely to be 7 days

Therefore, the number of days is estimated to be: 7.166 days, rounded to 7 days

- Work out and document the cost of the change to the schedule in monetary terms. The student is to show workings. Accept variations of the following:

The cost per hour per day per person to work on the development is \$130

7×7.6 hours per day = 53.2 hours @ \$130 per hour = \$6,916

The original budget was \$75,000

The new budget will be \$81,916

The student must attend the meeting in their role as project manager (Tina Hughes) with Gavin and Betsy via a role-play

People involved in the role-play

- The project sponsor, Gavin Stead, role-played by a peer who the student is already working with, in the industry your qualification relates to or a fellow student.
- Betsy, Marino Enterprises Director, role-played by a peer who the student is already working with, in the industry your qualification relates to or a fellow student.
- Tina Hughes, project manager, role-played by the student

The student must:

- Explain the reason for the meeting

- Report on the progress of activities to date according to the agreed schedule
- Outline Con's issues and explain the impact on the project schedule, discussing the potential changes, including:
 - outlining the required changes to the time management documents, e.g. schedule and critical path to be adjusted
 - who you will need to be informed, e.g. relevant team leaders, stakeholders
 - a decision on the new launch date – it may need to be set back a week, or it may need to be moved to the next month
 - the impact of the change to the budget and who will bear the brunt of the overspend
 - the effect of the change to the completion time for the webpage update on the project
 - trends that might be showing, e.g. activities are being completed within timeframes; too many changes needed to schedules
 - the mechanism the project manager (student) will use to monitor the trends identified
 - identifying who will need to be informed of the changes to the schedule.
- Submit their meeting preparation notes together with their calculations and role-play recording via the LMS
- Complete a table noting the agreed changes that will be made to the schedule and the forecast of the effect on the present status of the schedule and project outcomes.

Activity ID	Activity	Impact on baseline schedule	Actions to improve performance and meet project outcomes

- Use clear and detailed language to report on project progress and in outlining the issues regarding the IT component of the project.
- Use non-verbal communication to convey expectations and confirm information received, e.g. nod head and make eye contact.
- Use correct project terminology during the discussion and report.
- Use a respectful tone when communicating with the project sponsor and Marino Enterprises Director.
- After the meeting, the student documented the outcomes of the discussions, including:
 - modified the critical path diagram
 - modified the project schedule [evidence]
 - completed CBSA email template to inform relevant stakeholders about:
 - the project schedule changes that affect them
 - why the changes are occurring, including the trends concerning the number of changes in schedule and activities being completed
 - the impact of the number of changes on the project concerning time and budget/resources.

Assessment marking criteria: Part B: Observation checklist

During the demonstration of skills, the student has satisfactorily (S) or unsatisfactorily (U) facilitated a discussion and debate on ideas with team members and:

		S	U
1	Identify and explain the purpose of the project and project deliverables	<input type="checkbox"/>	<input type="checkbox"/>

During the demonstration of skills, the student has satisfactorily (S) or unsatisfactorily (U) facilitated a discussion and debate on ideas with team members and:

		S	U
2	Use interpersonal skills and verbal and nonverbal skills to obtain agreement on the project schedule	<input type="checkbox"/>	<input type="checkbox"/>
3	Present the project schedule to the stakeholders, including: Look for: <ul style="list-style-type: none"> • Explained the activities in the schedule (e.g. Gantt chart) • Highlighted the milestones, projected outcomes and timelines • Explained the critical path and its purpose • Explained the importance of the dependencies and interdependencies and their impact on the project • Outlined the human resources required to be available to enable the project to meet its outcomes 	<input type="checkbox"/>	<input type="checkbox"/>
4	Ask open/closed questions to clarify discrepancies found during the preparation of the schedule and what the impact on the project might be	<input type="checkbox"/>	<input type="checkbox"/>
5	Outline the expectations they have as project manager of the stakeholders throughout the project	<input type="checkbox"/>	<input type="checkbox"/>
6	Used effective verbal and non-verbal conventions such as tone of voice, body language and posturing, facial expression, delivery speed, eye contact, etc. <ul style="list-style-type: none"> • Used appropriate language for the discussion, including correct terminology in discussing the project and objectives • Reacted appropriately to any new information introduced into the discussion, such as asking a question to clarify the information, answering the question with a clear response 	<input type="checkbox"/>	<input type="checkbox"/>
7	Answer oral questions about the project scheduling processes	<input type="checkbox"/>	<input type="checkbox"/>
8	Document outcomes of the discussions <ul style="list-style-type: none"> • modified the critical path diagram • modified the project schedule [evidence] • completed CBSA email template to inform relevant stakeholders about: <ul style="list-style-type: none"> ○ the project schedule changes that affect them ○ why the changes are occurring, including the trends concerning the number of changes in schedule and activities being completed ○ the impact of the number of changes on the project concerning time and budget/resources. 	<input type="checkbox"/>	<input type="checkbox"/>

Congratulations, you have reached the end of Assessment 3

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