



BSBPMG532

ASSESSOR GUIDE

# MANAGE PROJECT QUALITY

## Assessment 2 of 7

Project and role-play



## Assessment Instructions (general)

### Task overview

This assessment task comprises of four steps.

Read the case study and complete each step.

### Additional resources and supporting documents

To complete this assessment, you will need:

- Project management policy and procedures [supplied]
- Project Quality Management Plan Template [attachment]

### 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.



## Task instructions [for the student]: Determine quality requirements

**Case study:** You are working in the role of Con Kafatos, Project Manager for CBSA managing a website development project for a client, Eco-Natural Skin Care, an Australian manufacturer of beauty and skincare products. You are required to determine quality requirements and objectives and seek input from stakeholders to develop a project quality management plan. You must also maintain a quality management system and set up an electronic folder and filing system to store project documents.

### Case Study – Eco-Natural Skin Care

**Eco-Natural Skin Care** is an Australian company with a head office based in Brisbane. The company commenced business in 1996 and manufactures eco-friendly, high-quality beauty skincare products. The business was established to cater to the growing demand for skin products that contain eco-friendly and natural ingredients, and there is also an emphasis on eco-friendly packaging.

The company sells its products in health food shops across the country and online through its own website. The company targets customers that want high-quality, eco-friendly products. Market research has identified that around 70% of customers are professional women aged 25 to 55.

Most customers are health-conscious, care about protecting the environment and have an average annual income of \$80,000.

The company currently has a small range of products that include:

- Cleansing creams to soothe skin during make-up removal. Primary ingredients include Shea butter to nourish the skin and plant extracts rich in essential oils with regenerating and anti-inflammatory properties. This product will be for delicate and mature skin and could also be used as a baby cream.
- Multi-Protection Day Moisturising Creams for dry to normal skin types help protect the skin during the day and include Shea butter and extracts from fragile green algae that provide hydrating and protective properties.
- Regenerating facial scrub to clean off dead skin cells to promote the regeneration of healthy new cells. This product will be used for most skin types.

Within the last seven months, CBSA assisted Eco-Natural Skin Care Australia in opening retail stores in Sydney and Melbourne. The project was a success, and the company achieved an increase in market share of 20% within the first six months.

The company's overall business objectives for the next three years are to increase sales by 40%, create brand awareness, develop a broader product range, and expand into overseas markets, most likely Hong Kong, Japan and Singapore.

The company also wants to achieve an online presence, offering online shopping to customers but will need to research this further to understand the resources required to staff calls, online queries, packaging and postal services required.

To increase sustainability, which its customers are interested in, Eco-Natural Skin Care wants to offer discounts to customers who bring in product bottles and jars to be refilled instead of throwing away each empty container.

The company currently employs the following staff:

- Head Office: CEO, Managing Director, HR Manager, Operations Manager, Marketing Coordinator, Customer Service Officer and two administration staff.
- Ten staff are employed in the factory, making and distributing the products.
- Three Retail Store Managers – one in Brisbane, one in Melbourne and one in Sydney.
- Six full-time staff – two at each store and six part-time staff – two at each store.

To date, the company has been utilising a basic website that includes four pages: Home, About Us, Products and Contact Details. The company has decided to replace it entirely.

The new website is critical to Eco-Natural Skin Care's expansion strategy. The company wants to address Web Content Accessibility Guidelines (WCAG) for vision-impaired users.

The Eco-Natural Skin Care CEO has provided a strict budget of \$21,000 for this project, with no allowable variances. The budget is based on their estimated costs.

A key aim of the project is that customers are attracted to the website and find it easy to use.

Timing is also an issue, as the website should be ready by October in time for the Christmas season: [assume that it is currently June].

You have received the following e-mail from Gavin Stead, Managing Director.



To: Con Kafatos [con.kafatos ad@cbsa.com.au]  
From: Gavin Stead [gavin.stead@cbsa.com.au]  
Date/time: Monday 9:30 a.m.  
Subject: Eco-Natural Skin Care Australia Website Development Project

Good morning Con,

Thank you for agreeing to be the Project Manager for Eco-Natural Skin Care Australia's Website Development Project.

Eco-Natural Skin Care has a very basic website that includes four pages: Home, About Us, Products and Contact Details. The company has decided to replace the website entirely and has engaged CBSA to achieve that goal. They are requesting to make the website accessible in accordance with WCAG.

As discussed yesterday, our client's business objectives for the next three years are to:

- increase sales and create brand awareness by 40%
- develop a broader product range
- expand into overseas markets, most likely Hong Kong, Japan and Singapore
- offer sustainable products, such as enabling customers to refill product jars and bottles for a discounted price at our retail stores
- develop an online shopping presence, pending further research into resourcing requirements (for online queries, telephone calls, customer complaints handling, picking and packing) and packaging and delivery options.

CBSA developed *Eco-Natural Skin Care's Project Management Policy and Procedures* as part of another project, and I have attached that document for your information. You will need to maintain a quality management system for this project, including the electronic folder and filing system to store all project data.

CBSA has also developed a number of templates for Eco-Natural Skin Care projects, which are supplied as separate documents.

As the Project Manager for the Eco-Natural Skin Care Website Development Project, could you please work with the Eco-Natural Skin Care Operations Manager to manage the project to develop a new website that meets their needs?

The website must be ready by October so it is ready for the Christmas season. You can scope the project requirements, prepare the Briefing Report this month (June) to determine quality requirements and develop a draft Project Quality Management Plan using the supplied template. When that is ready, please send me a copy by e-mail. I will then set up a Project Team Meeting so you can present the Project Quality Management Plan and provide your rationale to gain support from the project team members.

The Eco-Natural Skin Care CEO has provided a strict budget of \$21,000 for this project, with no allowable variances. The budget is based on their estimated costs. Whilst the budget is low, look at what we can achieve within this budget and make recommendations for additional features and the budget required.

If you could **please prepare a draft Quality Management Plan**. I will set up a meeting with the project team members, including:

- Con Kafatos, CBSA Project Manager [you]
- Gavin Stead, CBSA Managing Director [your Assessor]
- Sam Bradshaw, Operations Manager [another student]

**At the meeting, we will discuss the Quality Management Plan.** The outcomes of the meeting will be to agree on the plan, including:

- The purpose of the Quality Management Plan
- Quality objectives to be included in the plan
- Quality standards
- Quality metrics for each standard
- Quality assurance and control mechanisms
- Roles and responsibilities for project quality and informing project stakeholders of project requirements
- Methods, techniques and tools to use to resolve quality issues
- How will the project quality issues be identified and controlled or resolved?

Kind regards,

Gavin Stead

Managing Director

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

[www.cbsa.com.au](http://www.cbsa.com.au)



Review the case study, e-mail from the Managing Director and Eco-Natural Skin Care Australia's Project Management Policy and Procedures.

## Steps

1. Prepare for the meeting with Gavin Stead, Managing Director and Sam Bradshaw by reviewing all the documentation provided.

To assist with the discussion and quality planning for the project, prepare a **draft Quality Management Plan** by completing **Appendix: Quality Management Plan** (attachment) to identify:

- a. proposed quality objectives
  - b. five relevant quality standards for the project
  - c. quality metrics for each standard
  - d. proposed quality assurance and control mechanisms
  - e. roles and responsibilities for project quality and informing project stakeholders of project requirements
  - f. methods, techniques and tools to resolve quality issues
  - g. how will the project quality issues be identified and controlled or resolved?
2. Participate in a simulated role-play meeting with the project team comprising of:
    - Gavin Stead, CBSA Managing Director [your Assessor]



- Sam Bradshaw, Operations Manager at Eco-Natural Skin Care (another student)

## **Role play instructions**

The role-play/meeting must include the assessor and one other participant, must not exceed 15 minutes and must address all elements of the Observation Checklist below.

In this task, you will participate in a role/play meeting with others. These may be resourced using one of the following options:

1. Peer/s who you are already working with in the industry your qualification relates to.
2. Fellow student/s who will play the role of a team member. Please contact your fellow student/s via the Discussion Forum and coordinate your role-play with them directly.

If you are unable to find a participant/s to play the role of the other team member/s, contact your assessor via the Discussion Forum, who will discuss options for pairing up with another student/s to complete this task.

## **Assessor**

Your Assessor will participate and act in the role of Gavin Stead, CBSA Managing Director.

## **Option 1: Peer/s participant**

Should you complete this task with your Peer/s, you must fully brief all participant/s, 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.

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

## **Option 2: Fellow student/s participant**

Fellow student/s 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.

Student/s 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 participant/s 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 participant/s 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 with 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.

Provide a copy of the draft quality management plan to all participants prior to the meeting.

Discuss the draft quality management plan with the project team members, including:

- a. Seek input from the project team members about:
  - The quality objectives and standards
- b. Consult with the team members and gain agreement about the Quality Management Plan, including:
  - quality metrics for each standard
  - quality assurance and control mechanisms
  - roles and responsibilities for project quality and informing project stakeholders of project requirements
  - methods, techniques and tools to use to resolve quality issues
  - how the project quality issues will be identified and controlled or resolved.

Your Assessor will be observing your skills. During the meeting, you will need to demonstrate effective communication skills, including:

- speaking clearly and concisely
- using non-verbal communication to assist with understanding
- using language and techniques to motivate and convince meeting participants of your reasoning and logic
- asking questions to identify required information
- responding to questions as required
- using active listening techniques to confirm understanding

Follow the Eco-Natural Skin project management policy, procedures and instructions provided by Gavin.

3. Update the **Quality Management Plan** based on the feedback received in step 2.
4. Save the final plan on your computer to allow the document to be digitally accessed and shared as part of the quality management system:
  - Save the plan as QMP\_dd.mm.yy (insert the day, month, and year at the end of the document name)
  - Create a folder on your computer system called **QMS**.
  - Provide a screenshot of the folder with the document saved in the folder.

## Submission instructions

Submit your assessment via the LMS.

## Assessor instructions: Determine quality requirements

### Purpose of task

This assessment is designed to ensure that the student can read the instructions in the e-mail, analyse the Eco-Natural Skin Care case study and review the Project Management Policy and Procedures to determine the quality requirements. The student is required to prepare for the meeting by drafting a Quality Management Plan, which will be used to consult with team members and seek their input about the quality objectives and standards. Based on the feedback, the student will update and save the Quality Management Plan.

### Guidance to the assessor about the task

There is no submission due date for this task. Students may submit this task when they are ready.

The student is required to:

- a) Read the case study, e-mail from the Managing Director and Eco-Natural Skin Care's Project Management Policy and Procedures.
- b) Prepare a draft Quality Management Plan using the Quality Management Template. The student must provide a copy of the plan at or prior to the meeting. The student is expected to have completed all fields in the draft plan, but the Assessor will check the final plan in step 4. In step 1, the student only needs to identify 5 standards to enable the assessor to provide additional feedback in step 2.

## 2. Participate in a meeting with the project team

Organise a suitable time for the meeting with the project team members comprising of:

- Student (in their role of Kafatos)
- Gavin Stead, CBSA Managing Director (your Assessor)
- Sam Bradshaw, Operations Manager at Eco-Natural Skin Care (another student)

The meeting can be conducted online or by a face-to-face meeting.

The student must provide a copy of the draft quality management plan to the assessor and another student (Sam Bradshaw).

The student must discuss the draft quality management plan with the project team members, including:

- a. Seek input from the project team members about:
  - The quality objectives and standards
- b. Consult with the team members and gain agreement about the Quality Management Plan, including:
  - quality metrics for each standard
  - quality assurance and control mechanisms

Provide the student with feedback about the quality management plan that they have not covered. Feedback can include any of the following:

The student must present 5 standards and metrics. The assessor must provide feedback for any additional standard not already identified by the student:

- **Quality Standard 1:** *Project objectives are aligned to organisational objectives*
- **Quality Metric:** *Project objectives are checked to ensure they align to organisational objectives.*

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- **Quality Standard 2:** *Clear communication of goals and status of project to project team members and external stakeholders as required.*
- **Quality Metric:** *All project team members and external stakeholders are regularly informed about project status and goals.*

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- **Quality Standard 3:** *Sufficient resources and budget are allocated to the project.*
- **Quality Metric:** *There is no budget shortfall during the project's lifetime.*

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- **Quality Standard 4:** *Project schedule is agreed to by the Project Team as achievable.*
- **Quality Metric:** *Consensus confirmation at kick-off meeting.*

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- **Quality Standard 5:** *Processes are in place for management approval.*
- **Quality Metric:** *Management approval processes are clearly stated in the Project Quality Management Plan.*

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- **Quality Standard 6:** *User training needs have been considered, and relevant training has been put in place*
- **Quality Metric:** *All users are capable of operating the website.*



- **Quality Standard 7:** Changes to scope or schedule are reviewed and approved by all involved.
  - **Quality Metric:** Changes to scope or schedule are presented to the Project Team at the next meeting.
- 
- **Quality Standard 8:** All development documentation is complete and accessible
  - **Quality Metric:** All development documentation can be easily located and is without omissions.
- 
- **Quality Standard 9:** Design is user friendly
  - **Quality Metric:** The website can be used effectively by all.
- 
- **Quality Standard 10:** Design meets accessibility standards.
  - **Quality Metric:** The website can be used effectively by all.
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- roles and responsibilities for project quality and informing project stakeholders of project requirements

*The Project Manager must:*

- ensure quality policy and objectives are in place
- provide sufficient resources
- clearly communicate roles, responsibilities and authorities

*Each employee must understand the QMS, quality policy and objectives and their role in contributing to quality within the organisation.*

- methods, techniques and tools to use to resolve quality issues

*A range of quality methods, techniques and tools will be used in this project to resolve quality issues. These include:*

- brainstorming within the project team and with other staff, if required
  - analysis of project status reports and other key documentation.
- how the project quality issues will be identified and controlled or resolved.

*The student must explain how quality control issues are identified and controlled or resolved. A range of techniques are provided in the learner guide, so there may be some variations. For example,*

*If project quality issues are identified, these will be discussed with the Project Team at the next project team meeting.*

*All problems are to be resolved or delegated within the meeting, with weekly follow-up until the problem has been resolved.*

Observe the student skills and complete the observation checklist to demonstrate effective communication skills, including:

- speaking clearly and concisely
- using non-verbal communication to assist with understanding
- using language and techniques to motivate and convince meeting participants of your reasoning and logic
- asking questions to identify required information
- responding to questions as required
- using active listening techniques to confirm understanding

3.

Refer to the Quality Management Plan for guidance with marking. Each section in the Quality Management Plan must be completed, including the relevant quality standards listed.

Review all evidence and mark using the assessment checklist and assessment marking criteria.

4.

The student must save the plan to allow the document to be digitally accessed and shared as part of the quality management system:

- Save the plan as QMP\_dd.mm.yy (insert the day, month, and year at the end of the document name)
- Create a folder on your computer system called **QMS**.
- Provide a screenshot of the folder with the document saved in the folder.

## Marking criteria: Determine quality requirements

### Observation checklist

The assessor observed the student's skills and satisfactorily (S) covered the following criteria or not yet satisfactory (NYS) and requires re-assessment.

MARKING CRITERIA / OBSERVATION CHECKLIST [To be completed by the Assessor when they watch the video or observe the assessment in real-time as they conduct the assessment]		Satisfactory (S)	Not Yet Satisfactory (NYS)
1.	Seek input from the project team members about the quality objectives and standards. Look for: <ul style="list-style-type: none"> <li>• Asked questions to seek feedback</li> <li>• Used active listening techniques to confirm understanding</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Consulted with the team members and gained agreement about the Quality Management Plan, including	<input type="checkbox"/>	<input type="checkbox"/>
	• Agreed on quality metrics for each standard	<input type="checkbox"/>	<input type="checkbox"/>
	• Agreed on quality assurance and control mechanisms	<input type="checkbox"/>	<input type="checkbox"/>
	• Agreed on roles and responsibilities for project quality and informing project stakeholders of project requirements	<input type="checkbox"/>	<input type="checkbox"/>
	• Agreed on methods, techniques and tools to use to resolve quality issues	<input type="checkbox"/>	<input type="checkbox"/>
3.	The student used effective communication skills, including:	<input type="checkbox"/>	<input type="checkbox"/>
	• Spoke clearly and concisely	<input type="checkbox"/>	<input type="checkbox"/>
	• Used non-verbal communication to assist with understanding Look for: <ul style="list-style-type: none"> <li>○ Open body language</li> <li>○ Appropriate hand gestures</li> <li>○ Appropriate body language (e.g. nodding in agreement)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
	• Asked questions to identify the required information	<input type="checkbox"/>	<input type="checkbox"/>
	• Responded to questions as required	<input type="checkbox"/>	<input type="checkbox"/>
	• Used active listening techniques to confirm understanding Look for: <ul style="list-style-type: none"> <li>○ Listened without interrupting</li> <li>○ Used questioning</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>

	○ Paraphrased, where appropriate, to confirm understanding.		
4	Follow project management policy, procedures and instructions by consulting with others and following instructions to develop QM Plan	<input type="checkbox"/>	<input type="checkbox"/>

### Assessment submission checklist

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

Determine quality requirements		
1.	Draft Quality Management Plan	<input type="checkbox"/>
2.	Quality Management Plan updated based on feedback from step 2.	<input type="checkbox"/>
3.	Screenshot of QMS folder and document	<input type="checkbox"/>

### Assessment marking criteria

**Assessor instructions: All sections 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.

MARKING CRITERIA		Satisfactory (S)	Not Yet Satisfactory (NYS)
1.	The student submitted the draft <b>Quality Management Plan</b> and completed all fields, including: <ul style="list-style-type: none"> <li>a. Identify proposed quality objectives</li> <li>b. Identify five relevant quality standards for the project</li> <li>c. Identify quality metrics for each standard</li> <li>d. Proposed quality assurance and control mechanisms</li> <li>e. Roles and responsibilities for project quality and informing project stakeholders of project requirements</li> <li>f. Methods, techniques and tools to resolve quality issues</li> <li>g. How the project quality issues will be identified and controlled or resolved?</li> </ul>	<input type="checkbox"/> S	<input type="checkbox"/> NYS
2.	The student submitted the final <b>Quality Management Plan</b> and included:	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	• input about objectives and standards from stakeholders (based on role play)	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	• Incorporated feedback from consultation meeting about quality requirements (based on role play)	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	a. proposed quality objectives	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	b. five relevant quality standards for the project	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	c. quality metrics for each standard	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	d. quality assurance and control mechanisms	<input type="checkbox"/> S	<input type="checkbox"/> NYS
	e. Roles and responsibilities for project quality and informing project stakeholders of project requirements	<input type="checkbox"/> S	<input type="checkbox"/> NYS
f. Methods, techniques and tools to resolve quality issues	<input type="checkbox"/> S	<input type="checkbox"/> NYS	

	g. How the project quality issues will be identified and controlled or resolved?	<input type="checkbox"/> S	<input type="checkbox"/> NYS
3.	The student submitted a <b>screenshot of the QMS folder</b> and saved the plan as QMP_dd.mm.yy	<input type="checkbox"/> S	<input type="checkbox"/> NYS

Congratulations, you have reached the end of Assessment 2!



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