



MONASH University

FIT2002
Project management

Unit guide

Semester 1, 2009

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FIT2002 Project management - Semester 1, 2009

Unit leader :

Dr Md Mahbubur Rahim

Lecturer(s) :

Clayton

- Dr Md Mahbubur Rahim & Dr Henry Linger
- Dr Henry Linger

Malaysia

- Dr Thomas O'Daniel

Tutors(s) :

Clayton

- Subrata Chakraborty

Introduction

Welcome to FIT2002 Project Management for First Semester, 2009. This 6 point unit is core to all undergraduate degree programs in the Faculty of IT. The unit has been designed to provide you with an understanding of modern project management. It will provide you with the knowledge to plan and manage projects, understand project accounting calculations and take part in the business activities of your organization.

Unit synopsis

The unit provides both a theoretical and practical overview of processes involved in managing projects. Topics include the practical and business aspects of project planning, scheduling and management, and costing, accounting and net present value calculations. These are followed by the project life cycle, project evaluation, high and low level planning, team building and people management, monitoring and control, reporting and communication, termination and assessment.

Learning outcomes

On completion of this unit students will be able to:

- Describe the characteristics and phases of a project and its life cycle and explain the role played by the project manager.
- Explain the need for and develop specific goals, detailed plans and control strategies in large scale projects and relate this to the major reasons for the failure of IT projects.
- Develop relevant, achievable and measurable project goals.

- Explain and use standard project management techniques including Project Networks, Critical Path Analysis and Management, Gantt Charts and Time-Phased Budgets for high and low level project planning.
- Discuss the communication, people handling and team management skills required of a project manager and explain some of the techniques that may be employed.
- Identify and critically discuss the impact on a project of external influences, including organisational structure, and stakeholders.
- Explain the processes involved in selecting and initiating a project and prepare various critical documents required for these processes, including financial justification.
- Explain the importance of resource availability on project plans and develop and manage resource constrained project plans.
- Describe the need for Quality Management in projects and explain, compare and use various techniques currently employed by professional project managers.
- Describe the impact of risk on a project manager's decision process, explain how that risk may be managed and/or mitigated and develop an appropriate risk management plan.
- Monitor the progress of a project, determine performance against the plan, develop strategies to manage any variation and discuss formal change control processes.
- Produce useful, informative progress reports for various project stakeholders and conduct stage and post project reviews

Workload

For on campus students, workload commitments are:

- two-hour lecture and
- two-hour tutorial (or laboratory) (requiring advance preparation)
- a minimum of 2-3 hours of personal study per one hour of contact time in order to satisfy the reading and assignment expectations.

Unit relationships

Prerequisites

Before attempting this unit you must have satisfactorily completed at least 24 points of level one IT study, or equivalent.

Relationships

FIT2002 is a common core unit in the Bachelor of Information Technology and Systems degree. Before attempting this unit you must have satisfactorily completed at least 24 points of level one IT study, or equivalent.

This semester the unit will be co-taught with BUS2176, CSE2203 and GCO3807 if these units are offered.

Continuous improvement

Monash is committed to 'Excellence in education' (Monash Directions 2025 - <http://www.monash.edu.au/about/monash-directions/directions.html>) and strives for the highest possible quality in teaching and learning.

To monitor how successful we are in providing quality teaching and learning Monash regularly seeks feedback from students, employers and staff. One of the key formal ways students have to provide feedback is through Unit Evaluation Surveys. The University's Unit Evaluation policy

(<http://www.policy.monash.edu/policy-bank/academic/education/quality/unit-evaluation-policy.html>) requires that every unit offered is evaluated each year. Students are strongly encouraged to complete the surveys as they are an important avenue for students to “have their say”. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

Faculties have the option of administering the Unit Evaluation survey online through the my.monash portal or in class. Lecturers will inform students of the method being used for this unit towards the end of the semester.

Student Evaluations

If you wish to view how previous students rated this unit, please go to <http://www.adm.monash.edu.au/cheq/evaluations/unit-evaluations/>

Improvements to this unit

Dr Rahim and Dr Linger are jointly working on the reorganisation of the contents of this unit based on the recommendations offered by the unit lecturers at the end of 2007

Unit staff - contact details

Unit leader

Dr Mahbubur Rahim

Senior Lecturer

Phone +61 3 990 59952

Lecturer(s) :

Dr Md Mahbubur Rahim & Dr Henry Linger

Contact hours : 2pm to 4pm

Dr Henry Linger

Senior Lecturer

Phone +61 3 990 32260

Dr Thomas O'Daniel

Tutor(s) :

Mr Subrata Chakraborty

Teaching and learning method

The unit will be conducted as one 2 hour lecture and one 2 hour tutorial or laboratory per session.

- Copies of lecture slides and tutorial exercises will be made available to all students through the unit website.

Lectures will provide students with the knowledge of fundamental theories and concepts. The tutorials will provide students with an opportunity to discuss and apply the concepts through case studies and problem solving exercises

Communication, participation and feedback

Monash aims to provide a learning environment in which students receive a range of ongoing feedback throughout their studies. You will receive feedback on your work and progress in this unit. This may take the form of group feedback, individual feedback, peer feedback, self-comparison, verbal and written feedback, discussions (on line and in class) as well as more formal feedback related to assignment marks and grades. You are encouraged to draw on a variety of feedback to enhance your learning.

It is essential that you take action immediately if you realise that you have a problem that is affecting your study. Semesters are short, so we can help you best if you let us know as soon as problems arise. Regardless of whether the problem is related directly to your progress in the unit, if it is likely to interfere with your progress you should discuss it with your lecturer or a Community Service counsellor as soon as possible.

Unit Schedule

Week	Topic	Key dates
1	Introduction to Project Management	
2	Project initiation	
3	Project planning: alternatives, selection, decision	
4	Project planning: WBS & OBS	
5	Project planning: Networks and scheduling	
6	Project planning: resource allocation	
Mid semester break		
7	Project planning: outsourcing and contract amanagement	Assignment 1
8	Project execution: teams, governance, HR management	
9	Project execution: Risk management	
10	Project execution: Cost management	
11	Project monitoring & control: quality management	Assignment 2
12	Project closing	
13	Summary and Revision	

Unit Resources

Prescribed text(s) and readings

Rachel Biheller Bunin, New Perspectives on Microsoft Office Project 2003 Introductory, Cengage Learning, 2008, ISBN 1-4239-0594-6

and

Schwalbe, K., Information Technology Project Management 5e, Thomson Course Technology, 2007, ISBN 1-4239-0145-2

Recommended text(s) and readings

Project Management: A Managerial Approach, 6th Edition Jack R. Meredith, Samuel J. Mantel, Jr. ISBN: 978-0-471-71537-5 <http://www.wiley.com/WileyCDA/WileyTitle/productCd-0471715379.html>

Required software and/or hardware

MS Project Professional 2007

or

MS Project Professional 2007 Trial Version

<http://www.microsoft.com/downloads/Browse.aspx?displaylang=en&productID=A1D023A3-F612-4DA2-ACB8-FDA8F850>

Study resources

Study resources we will provide for your study are:

- Lecture notes
- Tutorial or laboratory tasks and exercises
- Assignment specifications and assessment guides
- Discussion groups

Library access

The Monash University Library site contains details about borrowing rights and catalogue searching. To learn more about the library and the various resources available, please go to <http://www.lib.monash.edu.au>.

The Educational Library and Media Resources (LMR) is also a very resourceful place to visit at <http://www.education.monash.edu.au/library/>

Monash University Studies Online (MUSO)

All unit and lecture materials are available through MUSO (Monash University Studies Online). Blackboard is the primary application used to deliver your unit resources. Some units will be piloted in Moodle. If your unit is piloted in Moodle, you will see a link from your Blackboard unit to Moodle (<http://moodle.monash.edu.au>) and can bookmark this link to access directly. In Moodle, from the Faculty of Information Technology category, click on the link for your unit.

You can access MUSO and Blackboard via the portal: <http://my.monash.edu.au>

Click on the Study and enrolment tab, then Blackboard under the MUSO learning systems.

In order for your Blackboard unit(s) to function correctly, your computer needs to be correctly configured.

For example:

- Blackboard supported browser
- Supported Java runtime environment

For more information, please visit: <http://www.monash.edu.au/muso/support/students/downloadables-student.html>

You can contact the MUSO Support by phone : (+61 3) 9903 1268

For further contact information including operational hours, please visit:

<http://www.monash.edu.au/muso/support/students/contact.html>

Further information can be obtained from the MUSO support site:
<http://www.monash.edu.au/muso/support/index.html>

Assessment

Unit assessment policy

To pass the unit you must satisfy the following requirements:

- achieve no less than 40% of the total marks available for the assessable items (assignment and tutorial work)
and
- 40% of the total marks available in the examination
and
- 50% of the total marks available for the subject

Where a student gains less than 40% in either the assignment or formal assessment component, the final result for the unit will be no greater than 44 marks - N grade

Assignment tasks

• Assignment Task

Title : Assignment 1

Description :

Analytical Exercise: A case study analysis of an IT project failure. Students are required to analyse the case using Project Management Body of Knowledge as the framework. Assignment 1 accounts for 20%.

Weighting : 20%

Criteria for assessment :

Students must submit calculations to solve each problem which has been handed out. Marks will be given for correct answers.

Due date : 24 Apr 2009

• Assignment Task

Title : Microsoft Project Case Study

Description :

Use MS Project Software to plan and control a medium sized project.

Weighting : 20%

Criteria for assessment :

The aim of this assignment is for you to demonstrate your knowledge of MS Project and general project planning and project management principles. Marks will be a professional judgement of to what extent you

have demonstrated this knowledge.

Due date : 22 May 2009

Examinations

- **Examination 1**

Weighting : 60%

Length : 3 hours

Type (open/closed book) : closed book

Assignment submission

Assignments should be submitted as hard copy with files on cd if appropriate.

Assignment coversheets

All assignment submissions must include an assignment cover sheet that can be downloaded from the unit MUSO site

University and Faculty policy on assessment

Due dates and extensions

The due dates for the submission of assignments are given in the previous section. Please make every effort to submit work by the due dates. It is your responsibility to structure your study program around assignment deadlines, family, work and other commitments. Factors such as normal work pressures, vacations, etc. are seldom regarded as appropriate reasons for granting extensions. Students are advised to NOT assume that granting of an extension is a matter of course.

Requests for extensions must be made to the unit lecturer at your campus at least two days before the due date. You will be asked to forward original medical certificates in cases of illness, and may be asked to provide other forms of documentation where necessary. A copy of the email or other written communication of an extension must be attached to the assignment submission.

Requests will be decided on a case by case basis.

Late assignment

Assignments received after the due date will be subject to a penalty of 10% of the total mark for the respective assignment, as long as the solution has not been published. If an assignment is submitted after the solution has been published, then the assignment may receive zero (0) marks.

Return dates

Students can expect assignments to be returned within two weeks of the submission date or after receipt, whichever is later.

Assessment for the unit as a whole is in accordance with the provisions of the Monash University Education Policy at <http://www.policy.monash.edu/policy-bank/academic/education/assessment/>

Plagiarism, cheating and collusion

Plagiarism and cheating are regarded as very serious offences. In cases where cheating has been confirmed, students have been severely penalised, from losing all marks for an assignment, to facing disciplinary action at the Faculty level. While we would wish that all our students adhere to sound ethical conduct and honesty, I will ask you to acquaint yourself with the University Plagiarism policy and procedure (<http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-procedures.html>) which applies to students detected plagiarising.

In this University, cheating means seeking to obtain an unfair advantage in any examination or any other written or practical work to be submitted or completed by a student for assessment. It includes the use, or attempted use, of any means to gain an unfair advantage for any assessable work in the unit, where the means is contrary to the instructions for such work.

When you submit an individual assessment item, such as a program, a report, an essay, assignment or other piece of work, under your name you are understood to be stating that this is your own work. If a submission is identical with, or similar to, someone else's work, an assumption of cheating may arise. If you are planning on working with another student, it is acceptable to undertake research together, and discuss problems, but it is not acceptable to jointly develop or share solutions unless this is specified by your lecturer.

Intentionally providing students with your solutions to assignments is classified as "assisting to cheat" and students who do this may be subject to disciplinary action. You should take reasonable care that your solution is not accidentally or deliberately obtained by other students. For example, do not leave copies of your work in progress on the hard drives of shared computers, and do not show your work to other students. If you believe this may have happened, please be sure to contact your lecturer as soon as possible.

Cheating also includes taking into an examination any material contrary to the regulations, including any bilingual dictionary, whether or not with the intention of using it to obtain an advantage.

Plagiarism involves the false representation of another person's ideas, or findings, as your own by either copying material or paraphrasing without citing sources. It is both professional and ethical to reference clearly the ideas and information that you have used from another writer. If the source is not identified, then you have plagiarised work of the other author. Plagiarism is a form of dishonesty that is insulting to the reader and grossly unfair to your student colleagues.

Register of counselling about plagiarism

The university requires faculties to keep a simple and confidential register to record counselling to students about plagiarism (e.g. warnings). The register is accessible to Associate Deans Teaching (or nominees) and, where requested, students concerned have access to their own details in the register. The register is to serve as a record of counselling about the nature of plagiarism, not as a record of allegations; and no provision of appeals in relation to the register is necessary or applicable.

Non-discriminatory language

The Faculty of Information Technology is committed to the use of non-discriminatory language in all forms of communication. Discriminatory language is that which refers in abusive terms to gender, race, age, sexual orientation, citizenship or nationality, ethnic or language background, physical or mental ability, or political or religious views, or which stereotypes groups in an adverse manner. This is not meant to preclude or inhibit legitimate academic debate on any issue; however, the language used in such debate should be non-discriminatory and sensitive to these matters. It is important to avoid the use of discriminatory language in your communications and written work. The most common form of discriminatory language in academic work tends to be in the area of gender inclusiveness. You are, therefore, requested to check for this and to ensure your work and communications are non-discriminatory in all respects.

Students with disabilities

Students with disabilities that may disadvantage them in assessment should seek advice from one of the following before completing assessment tasks and examinations:

- Faculty of Information Technology Student Service staff, and / or
- your Unit Coordinator, or
- Disabilities Liaison Unit

Deferred assessment and special consideration

Deferred assessment (not to be confused with an extension for submission of an assignment) may be granted in cases of extenuating personal circumstances such as serious personal illness or bereavement. Information and forms for Special Consideration and deferred assessment applications are available at <http://www.monash.edu.au/exams/special-consideration.html>. Contact the Faculty's Student Services staff at your campus for further information and advice.