



**MONASH** University  
Information Technology

**FIT2002**  
**Project management**

**Unit Guide**

**Semester 2, 2011**

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

*Last updated: 22 Aug 2011*

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# **FIT2002 Project management - Semester 2, 2011**

This unit provides both a theoretical and practical overview of processes involved in successfully managing medium to large scale projects undertaken by organisations operating within various industry sectors. Even though, this unit makes references to projects common to the information technology industry, the principles are equally applied to non-IT related projects. Examples and mini-cases illustrating project management issues experienced by various sectors (e.g. construction, business, defence) are cited. Typical topics include the project life cycle, problem definition, project evaluation, high and low level planning using such techniques as networking, gantt charts and resource levelling, team building and people management, contract management, ethical and security issues, project monitoring and control, reporting and communication, termination and assessment.

## **Mode of Delivery**

- Berwick (Day)
- Caulfield (Day)
- Clayton (Day)
- Gippsland (Day)
- Gippsland (Off-campus)
- Sunway (Day)
- South Africa (Day)

## **Contact Hours**

2 hrs lectures/wk, 2 hrs laboratories/wk

## **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**

### **Prohibitions**

AFW3043, BEW3640, BUS2176, CIV3205, CPE2006, CSE2203, GCO3807, GEG3104, GSE3003, FIT3086, MGW2700, MMS2203

### **Prerequisites**

Completion of at least 24 points of level one study or equivalent.

## **Chief Examiner**

**Dr Mahbubur Rahim**

## **Campus Lecturer**

### **Berwick**

Mr Daniel Waghorn

### **Caulfield**

Associate Professor Chung-Hsing Yeh

### **Clayton**

Associate Professor Chung-Hsing Yeh

### **Gippsland**

Dr Iqbal Gondal

### **Sunway**

Mr Tam Leong Hing

# Academic Overview

## Learning Objectives

At the 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 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;
- explore various alternatives in implementing projects by taking into account of enterprise architecture;
- 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, perform project crashing calculations in order to 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 managers decision process, explain how that risk may be managed and/or mitigated and develop an appropriate risk management plan;
- describe the need for developing ethical practices in managing project teams;
- explain security concerns in project management;
- decide on the type of contracts that need to be prepared in support of acquiring products/services used within projects;
- 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.

## Graduate Attributes

Monash prepares its graduates to be:

1. responsible and effective global citizens who:

- a. engage in an internationalised world
- b. exhibit cross-cultural competence
- c. demonstrate ethical values

critical and creative scholars who:

- a. produce innovative solutions to problems
- b. apply research skills to a range of challenges
- c. communicate perceptively and effectively

## Assessment Summary

Examination (3 hours): 60%; In-semester assessment: 40%

Assessment Task	Value	Due Date
Project Selection, Charter and Network Development & Crashing	20%	Week 9 - Friday (by 4PM for Printed Copy Submission for on-campus students, by 5pm in Moodle for electronic submission), 23 September 2011
Assignment 2: A Microsoft Project Case Study	20%	Week 12 - Friday (by 4PM for Printed Copy Submission for on-campus students, by 5pm in Moodle for electronic submission), 21 October 2011
Examination 1	60%	To be advised

## Teaching Approach

### Lecture and tutorials or problem classes

This teaching and learning approach provides facilitated learning, practical exploration and peer learning.

### Feedback

### Our feedback to You

Types of feedback you can expect to receive in this unit are:

- Graded assignments with comments
- Solutions to tutes, labs and assignments

### Your feedback to Us

Monash is committed to excellence in education and regularly seeks feedback from students, employers and staff. One of the key formal ways students have to provide feedback is through SETU, Student Evaluation of Teacher and Unit. The University's student evaluation policy requires that every unit is evaluated each year. Students are strongly encouraged to complete the surveys. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

For more information on Monash's educational strategy, and on student evaluations, see:

<http://www.monash.edu.au/about/monash-directions/directions.html>

<http://www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html>

### Previous Student Evaluations of this unit

If you wish to view how previous students rated this unit, please go to

<https://emuapps.monash.edu.au/unitevaluations/index.jsp>

## **Recommended Resources**

Microsoft Project 2010.

This software is freely available through MSDNAA infotech, where a link is provided:  
<http://www.infotech.monash.edu.au/itssupport/msdnaa.html>

## Unit Schedule

Week	Activities	Assessment
0		No formal assessment is undertaken in week 0
1	Unit overview and Introduction to project management	No tutorial on week 1
2	Project selection	Tutorial 1
3	Project initiation	Tutorial 2
4	Project work breakdown structure	Tutorial 3
5	Project activity planning and project networks	Tutorial 4
6	Project network calculations and project crashing	Tutorial 5
7	Project crashing calculations and resource scheduling	Tutorial 6
8	Project cost management	Tutorial 7
9	Project quality and risk management	Tutorial 8 and Assignment 1 is due Friday (by 4PM for Printed Copy Submission for on-campus students, by 5pm in Moodle for electronic submission), September 23, 2011
10	Project HR, communication, and procurement management	Tutorial 9
11	Project monitoring, control, and closure management	Tutorial 10
12	Contemporary project management issues and exam overview	Tutorial 11 & Sample exam review. Assignment 2 is due Friday (by 4PM for Printed Copy Submission for on-campus students, by 5pm in Moodle for electronic submission), October 21, 2011
	SWOT VAC	No formal assessment is undertaken in SWOT VAC
	Examination period	LINK to Assessment Policy: <a href="http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html">http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html</a>

\*Unit Schedule details will be maintained and communicated to you via your MUSO (Blackboard or Moodle) learning system.



# Assessment Requirements

## Assessment Policy

To pass a unit which includes an examination as part of the assessment a student must obtain:

- 40% or more in the unit's examination, and
- 40% or more in the unit's total non-examination assessment, and
- an overall unit mark of 50% or more.

If a student does not achieve 40% or more in the unit examination or the unit non-examination total assessment, and the total mark for the unit is greater than 50% then a mark of no greater than 49-N will be recorded for the unit

## Assessment Tasks

### Participation

#### • Assessment task 1

**Title:**

Project Selection, Charter and Network Development & Crashing

**Description:**

This is an individual project.

The assignment is designed to demonstrate a students:

- a) understanding of project initiation, in particular the preparation of a project charter,
- b) ability to apply techniques to evaluate financial attractiveness of a project,
- c) develop network diagrams based on project activities, and
- d) ability to perform network crashing techniques

Students must submit calculations to address project selection issues by preparing economic attractiveness of the project, submit a project charter, prepare a network diagram and perform network crashing.

**Weighting:**

20%

**Criteria for assessment:**

The following broad criteria will be followed for evaluating student assignments:

- a) Correctness of calculations
- b) How well project charter is developed in line with the standard project management principles
- c) How well project networks are developed in line with the standard project management principles
- d) degree of clarity

**Due date:**

Week 9 - Friday (by 4PM for Printed Copy Submission for on-campus students, by 5pm in Moodle for electronic submission), 23 September 2011

- **Assessment task 2**

**Title:**

Assignment 2: A Microsoft Project Case Study

**Description:**

This is an individual assignment. Use MS Project software to plan and control a medium sized project. A case description will be provided. The aim of this assignment is for students to demonstrate their knowledge of MS Project and general project planning and project management principles.

**Weighting:**

20%

**Criteria for assessment:**

The following broad criteria will be followed for evaluating student assignments:

- a) Degree of accuracy in project planning
- b) Degree of clarity
- c) Degree of comprehensiveness in project planning and control

**Due date:**

Week 12 - Friday (by 4PM for Printed Copy Submission for on-campus students, by 5pm in Moodle for electronic submission), 21 October 2011

## Examinations

- **Examination 1**

**Weighting:**

60%

**Length:**

3 hours

**Type (open/closed book):**

closed book

**Electronic devices allowed in the exam:**

None

**Remarks:**

Normally in three sections.

Section A: Is composed of several short discussion questions where students are given choices.

Section B: Includes mini-cases where students are asked to answer all questions.

Section C: Contains several problem solving exercises where students are asked to answer all questions.

There will be no Microsoft Project based exercises in the exam paper.

## Assignment submission

It is a University requirement

(<http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-procedures.html>) for students to submit an assignment coversheet for each assessment item. Faculty Assignment coversheets can be found at <http://www.infotech.monash.edu.au/resources/student/forms/>. Please check with your Lecturer on the submission method for your assignment coversheet (e.g. attach a file to the

## Assessment Requirements

online assignment submission, hand-in a hard copy, or use an online quiz).

## **Extensions and penalties**

Submission must be made by the due date otherwise penalties will be enforced.

You must negotiate any extensions formally with your campus unit leader via the in-semester special consideration process:

<http://www.infotech.monash.edu.au/resources/student/equity/special-consideration.html>.

## **Returning assignments**

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

## Other Information

### Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University's academic standards, and to provide advice on how they might uphold them. You can find Monash's Education Policies at:

<http://policy.monash.edu.au/policy-bank/academic/education/index.html>

Key educational policies include:

- Plagiarism  
(<http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-policy.html>)
- Assessment  
(<http://www.policy.monash.edu/policy-bank/academic/education/assessment/assessment-in-coursework-p>)
- Special Consideration  
(<http://www.policy.monash.edu/policy-bank/academic/education/assessment/special-consideration-policy.h>)
- Grading Scale  
(<http://www.policy.monash.edu/policy-bank/academic/education/assessment/grading-scale-policy.html>)
- Discipline: Student Policy  
(<http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-discipline-policy.html>)
- Academic Calendar and Semesters (<http://www.monash.edu.au/students/key-dates/>);
- Orientation and Transition (<http://www.infotech.monash.edu.au/resources/student/orientation/>);  
and
- Academic and Administrative Complaints and Grievances Policy  
(<http://www.policy.monash.edu/policy-bank/academic/education/management/complaints-grievance-policy>)
- Codes of Practice for Teaching and Learning  
(<http://www.policy.monash.edu.au/policy-bank/academic/education/conduct/suppdocs/code-of-practice-tea>)

### Student services

The University provides many different kinds of support services for you. Contact your tutor if you need advice and see the range of services available at [www.monash.edu.au/students](http://www.monash.edu.au/students). The Monash University Library provides a range of services and resources that enable you to save time and be more effective in your learning and research. Go to <http://www.lib.monash.edu.au> or the library tab in my.monash portal for more information. Students who have a disability or medical condition are welcome to contact the Disability Liaison Unit to discuss academic support services. Disability Liaison Officers (DLOs) visit all Victorian campuses on a regular basis

- Website: <http://adm.monash.edu/sss/equity-diversity/disability-liaison/index.html>;
- Telephone: 03 9905 5704 to book an appointment with a DLO;
- Email: [dlu@monash.edu](mailto:dlu@monash.edu)
- Drop In: Equity and Diversity Centre, Level 1 Gallery Building (Building 55), Monash University, Clayton Campus.

### READING LIST:

- a) Schwalbe K (2009) Introduction to Project Management, Edition: 2ed, Thomson Course Technology
- b) Schwalbe, K. (2010) Information Technology Project Management, Kathy Schwalbe, 6th Edition, Thomson Course Technology

Other Information

c) Bunin R & Biheller (2010) New Perspectives on Microsoft Project 2010 Introductory, Edition: 2010, Cengage Learning