FIT2002
Project management

Unit Guide

Summer semester, 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.

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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.

Contact Hours

2 hrs lectures/wk, 2 hrs laboratories/wk

Workload

Workload commitments are:

- 3 x two-hour lectures per week, for the 4 weeks, and
- 3 x two-hour tutorials per week (2 tutorials in week 1)
- 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

Clayton

Rodney Martin

Contact hours: TO BE ADVISED

Sunway

Mr Tam Leong Hing

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
MICROSOFT PROJECT SOFTWARE	20%	Final written report (5%): 16 December 2011
NUMERICAL QUESTIONS ASSIGNMENT	20% (4x5%)	Submission will be approximately 2 days after each topic is finished. Dates will be advised in class as the course proceeds.
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
- Graded assignments without 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		Assignment dates will be advised in class.
1	Unit overview and Introduction to project management	No tutorial on week 1
2	Introduction to Project Management	Tutorial 1
3	Introduction to Project Management, Project Crashing/Compression	Tutorial 2
4	Project crashing/compression	Tutorial 3
5	Project crashing/compression	Tutorial 4
6	Accounting, Project Financials	Tutorial 5
7	Project Selection, NPV	Tutorial 6
8	Project Selection, NPV	Tutorial 7
9	Contract Law, Project Procurement, Contract Administration	Tutorial 8
10	Project Closure, Human Resources & Communication	Tutorial 9
11	Managing Project Quality & Risks	Tutorial 10
12	Contemporary project management issues and exam overview	Tutorial 11
	SWOT VAC	No formal assessment is undertaken in SWOT VAC
	Examination period	LINK to Assessment Policy: http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html

*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:
    MICROSOFT PROJECT SOFTWARE
    Description:
    Enter a project into Microsoft Project Software. Produce a schedule and other reports. Write a 15 page report summarising the project and reports. Students may work in groups of two for discussion but will be assessed individually. Details of the project will be advised in class.
    Weighting:
    20%
    Criteria for assessment:
    Work will be assessed during tutorials (15%) and on the final report (5%). Details will be advised in class.
    Due date:
    Final written report (5%): 16 December 2011

- **Assessment task 2**

    Title:
    NUMERICAL QUESTIONS ASSIGNMENT
    Description:
    Numerical exercises on the 4 topics (1) Project Networks, (2) Compression, (3) Project Financials, (4) Project Selection and NPV. Submission will be approximately 2 days after each topic is finished. Dates will be advised in class as the course proceeds.
    Weighting:
    20% (4x5%)
    Criteria for assessment:
    50% on correct method and 50% on correct answers.
    Due date:
    Submission will be approximately 2 days after each topic is finished. Dates will be advised in class as the course proceeds.

Examinations

- **Examination 1**

    Weighting:
    60%
    Length:
    3 hours
    Type (open/closed book):
    closed book
    Electronic devices allowed in the exam:
    None

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
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 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
- 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