



MONASH University
Information Technology

FIT2002
Project management

Unit Guide

Summer semester, 2012

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: 15 Nov 2012

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FIT2002 Project management - Summer semester, 2012

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 per day are:

- two-hour lecture
- two-hour tutorial
- 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 Dora Constantinidis (Semester 1)

Dr Rodney Martin (Semester 2)

Campus Lecturer

Clayton

Rodney Martin. (Chief Examiner for Summer semester)

Consultation hours: Wednesday 2:00 PM - 4:00 PM

Sunway

Tam Leong Hing

Consultation hours: TO BE ADVISED

Tutors

Clayton

KAMRAN MEMON

Consultation hours: TO BE ADVISED

PETER HUYNH

Consultation hours: TO BE ADVISED

SOPHIA DUAN

Consultation hours: TO BE ADVISED

RODNEY MARTIN

Consultation hours: Wednesday 2:00 PM - 4:00 PM

Academic Overview

Outcomes

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
Numerical Questions Assignment	20%	NQA 1 due day 4; NQA 2 due day 6; NQA 3 due day 8; NQA 4 due day 10
Microsoft Project Assignment	20%	Day 12
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

Student feedback has shown this unit is well structured and no changes have been required for this semester.

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 available in Student Labs - please confirm with your tutor during tutorials.

Unit Schedule

Week	Activities	Assessment
0		No formal assessment or activities are undertaken in week 0
1	Unit overview and Introduction to project management	
2	Network Calculations and Scheduling	
3	Scheduling, Capacity Calculations, Project Compression	
4	Project Compression, PERT	NQA 1 PROJECT NETWORKS (5%)
5	Project Cost Management - Financials, Cash Flow	
6	Earned Value, Net Present Value	NQA 2 PROJECT COMPRESSION (5%)
7	Net Present Value	
8	Decision Making and Project Selection	NQA 3 FINANCIAL CALCULATIONS (5%)
9	Revision and Buffer	
10	Quality, ISO9000 Standards, Organizational Structure	NQA 4 NET PRESENT VALUE (5%)
11	Human Resources, Contract Law	
12	Contract Administration. Exam description.	MS PROJECT (20%)
	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 learning system.

Assessment Requirements

Assessment Policy

Faculty Policy - Unit Assessment Hurdles

(<http://www.infotech.monash.edu.au/resources/staff/edgov/policies/assessment-examinations/unit-assessment-hu>)

Academic Integrity - Please see the Demystifying Citing and Referencing tutorial at

<http://lib.monash.edu/tutorials/citing/>

Assessment Tasks

Participation

- **Assessment task 1**

Title:

Numerical Questions Assignment

Description:

One numerical question on each of the topics (1) Project Networks, (2) Project Compression, (3) Financials, (4) Net Present Value. Equal marks (5%) for each question.

Weighting:

20%

Criteria for assessment:

Assessment will be on (1) correct answer 3 marks. (2) Method, explanation, presentation 2 marks.

Due date:

NQA 1 due day 4; NQA 2 due day 6; NQA 3 due day 8; NQA 4 due day 10

- **Assessment task 2**

Title:

Microsoft Project Assignment

Description:

Details of a project will be provided. Students will do project planning calculations, then enter the technical information into MS Project. Students will then demonstrate important features of MS Project. For example, WBS (use Visio Data Modeller), report generation, tracking, use of VBA to write information from MS Project to an Excel spreadsheet. Students will submit data files and a short report (15-20 pages) summarizing their work.

Weighting:

20%

Criteria for assessment:

Assessment criteria will be provided during class. It will be approximately 16 marks for the numerical work and 4 marks for a report. The numerical work will be Excel and Microsoft Project files.

Due date:

Day 12

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).

Online submission

If Electronic Submission has been approved for your unit, please submit your work via the learning system for this unit, which you can access via links in the my.monash portal.

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. For Sunway see <http://www.monash.edu.my/Student-services>, and for South Africa see <http://www.monash.ac.za/current/>

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. At Sunway, visit the Library and Learning Commons at <http://www.lib.monash.edu.my/>. At South Africa visit <http://www.lib.monash.ac.za/>.

Academic support services may be available for students who have a disability or medical condition. Registration with the Disability Liaison Unit is required. Further information is available as follows:

- Website: <http://monash.edu/equity-diversity/disability/index.html>;
- Email: dlu@monash.edu
- Drop In: Equity and Diversity Centre, Level 1 Gallery Building (Building 55), Monash University, Clayton Campus, or Student Community Services Department, Level 2, Building 2, Monash University, Sunway Campus
- Telephone: 03 9905 5704, or contact the Student Advisor, Student Community Services at 03 55146018 at Sunway

Other Information

Reading list

Schwalbe K (2010) Information Technology Project Management, Kathy Schwalbe, 6th Edition, Thomson Course Technology

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