



MONASH University
Information Technology

FIT5057
Project management

Unit Guide

Semester 1, 2015

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FIT5057 Project management - Semester 1, 2015

This unit focuses on a holistic approach to project management. It provides students with a high level of understanding of the processes of project management, as well as sound skills in use of project tools. Proficiency in using key tools and concepts could give students a significant competitive advantage in the market place. The content deals with: concepts and definitions; organising and staffing the project office and team; planning, scheduling techniques; cost control; risk management; contracts and procurement; etc. Case studies, articles of interest that may appear in current media, and students' own work experiences with project management, will be discussed in the class to optimise the learning opportunity in the unit.

Mode of Delivery

- Caulfield (Day)
- Caulfield (Online)

Workload Requirements

Minimum total expected workload equals 12 hours per week comprising:

(a.) Contact hours for on-campus students:

- 2 hours of lectures
- One 2-hour tutorial

(b.) Study schedule for off-campus students:

- Off-campus students generally do not attend lecture and tutorial sessions, however should plan to spend equivalent time working through the relevant resources and participating in discussion groups each week.

(c.) Additional requirements (all students):

- A minimum of 8 hours independent study per week for completing lab and project work, private study and revision.

See also Unit timetable information

Unit Relationships

Prohibitions

FIT5022, MBA9052

Chief Examiner

Dr Sue Foster

Campus Lecturer

Caulfield

Sue Foster

Mark Wallace

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 the Student Evaluation of Teaching and Units (SETU) survey. 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, see:

www.monash.edu.au/about/monash-directions/ and on student evaluations, see:
www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html

Previous Student Evaluations of this Unit

Based on previous student feedback this unit has been updated: all tests have been removed and these have been replaced with a final exam.

In accordance with student feedback further changes include tutorial hours increasing from 1 hour per lecture to 2 hours per lecture. Students rated their satisfaction with the way the tutorial activities were conducted as 3.70.

Further changes were made to the content of the unit after comments made by ASIC that the content should include more PMBOK and quality assurance.

If you wish to view how previous students rated this unit, please go to
<https://emuapps.monash.edu.au/unitevaluations/index.jsp>

Academic Overview

Learning Outcomes

On successful completion of this unit, students should be able to:

- analyse and evaluate the role of the modern project manager in the context of IT projects with regard to managing: a variety of projects, stakeholders, risk management and the organisational change aspects experienced by organisations as they go through the change;
- interpret and critique a variety of project management methodologies offered by various professional bodies including that provided by the Project Management Body of Knowledge (PMBOK);
- describe and apply the available strategies, techniques and decision tools used by project managers to manage modern IT projects based on PMBOK methodology;
- demonstrate a financial focus to managing IT projects including: valuation of work in process, financial statements, and quotations.

Unit Schedule

Week	Activities	Assessment
0		No formal assessment or activities are undertaken in week 0
1	Introduction to Project Management	Tutorial exercise/case study. Resource: Chapter 1/2
2	Overview of Project Management	Tutorial exercises/case studies. Resource: Chapter 1/2. Assignment 1 handed out
3	Project Selection and initiation	Tutorial exercises. Working on assignment. Resource: Chapter 4
4	Project scope management and HR	Tutorial exercises. Resource: Chapter 5
5	Project time management	Tutorial exercises/case studies. Resource: Chapter 6
6	Project cost management	Tutorial exercises/case studies. Resource: Chapter 6
7	Risk Management	Assignment 1 due Monday 20 April 2015 at 4.00 pm. Assignment 2 handed out. In teams working on assignment: Resource: Chapter 8
8	Project Quality management	Tutorial exercise. Resource: Chapter 7. Working on assignment
9	Project procurement management	Tutorial exercises/case studies. Resource: Chapter 9
10	Project performance - expected business benefits - metrics, KPIs	Tutorial exercises/case studies
11	Project execution, monitoring and control	Tutorial exercise/case study. Resource: Chapter 10/11/12. Working on assignment. Assignment 2 due Friday 22 May 2015 at 4.00 pm
12	Guest speaker and wrap up	Exam review
	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.

Teaching Approach

Lecture and tutorials or problem classes

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

Assessment Summary

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

Assessment Task	Value	Due Date
Assignment 1: Business Case	35%	Monday 20 April 2015 at 4.00 pm
Assignment 2: Risk Management Report	25%	Friday 22 May 2015 at 4.00 pm
Examination 1	40%	To be advised

Assessment Requirements

Assessment Policy

Faculty Policy - Unit Assessment Hurdles

(<http://intranet.monash.edu.au/infotech/resources/staff/edgov/policies/assessment-examinations/assessment-hurdles>)

Academic Integrity - Please see resources and tutorials at

<http://www.monash.edu/library/skills/resources/tutorials/academic-integrity/>

Assessment Tasks

Participation

- **Assessment task 1**

Title:

Assignment 1: Business Case

Description:

Students are required to work in project teams to complete a business case template based on a case study they will be provided with in Assignment 1. The business case will require project teams to decide on the type computing technology to implement for the case study organisation. The business case template is to be completed by the project team.

Students will be required to work individually on components of the business case; such as the organisational structure, business benefits to the organisation when implementing the software, etc.

Weighting:

35%

Criteria for assessment:

1. Students in their groups will develop a business case from a template provided in the assignment. The business case will be assessed via a detailed marking guide marked by the tutor.
2. Teams are expected to write up minutes of meetings, timesheets for each team member and complete a project plan which is presented in the form of a Gantt chart. These items are evaluated by the tutor and included in the marking guide. Meeting and timesheet templates are provided with examples.
3. Each individual member of the team is to complete a confidential peer review handed in separately to their tutor. This is evaluated by each team member out of five and the mark averaged by the number of team members. Where major discrepancies occur teams will be required to arrange a meeting to discuss any issues with the lecturer and the tutor or head tutor.

Due date:

Monday 20 April 2015 at 4.00 pm

• **Assessment task 2**

Title:

Assignment 2: Risk Management Report

Description:

Students are required to collaborate in project teams established in Assignment 1. In project teams students will:

1. Develop a risk management report based on the case study project in Assignment 1.
2. Identify a general range of internal critical project risks that impact on successful projects, identified from the available literature.
3. Explain the criticality of the risks identified and their impact on the project.
4. Develop a risk register using the risks identified from the literature; the risk register will include the probability of the risk occurring and the likely impact of the risk should it occur.

Weighting:

25%

Criteria for assessment:

1. Students in their groups will develop a risk management report from a template. The risk management report will be assessed via a detailed marking guide marked by the tutor.
2. Teams are expected to write up minutes of meetings, timesheets for each team member and complete a project plan which is presented in the form of a Gantt chart. These items are evaluated by the tutor and included in the marking guide. Meeting and timesheet templates are provided with examples.
3. Each individual member of the team is to complete a confidential peer review handed in separately to their tutor. This is evaluated out of five by each team member and the mark averaged by the number of team members. Where major discrepancies occur team will be required to arrange a meeting to discuss any issues with the lecturer and the tutor or head tutor.

Due date:

Friday 22 May 2015 at 4.00 pm

Examinations

• **Examination 1**

Weighting:

40%

Length:

3 hours

Type (open/closed book):

Closed book

Electronic devices allowed in the exam:

None

Learning resources

Reading list

- Project Management: A Systems Approach to Planning, Scheduling, and Controlling, by Harold Kerzner, 2013, 11th Edition, John Wiley & Sons, Australia.
- Project Management: A Systems Approach to Planning, Scheduling, and Controlling, by Harold Kerzner, 2009, 10th Edition, John Wiley & Sons, Australia.
- Project Management Workbook and PMP/CAPM Exam Study Guide, Harold Kerzner and Frank P. Saladis, 11th Edition 2013, John Wiley.
- A Guide to the Project Management Body of Knowledge, PMBOK 5th Edition. 2013. Project Management Institute. (Available as an e-book)
- Information Technology Project Management, Kathy Schwalbe, 7th Edition, 2013.
- Information Technology Project Management, Kathy Schwalbe, 6th Edition, 2010.
- Bentley, C. Prince 2: A Practical Handbook, 2nd Edition, 2002 Butterworth Heinemann.
- Kerzner, H. (2014) Project Management - Best Practices: Achieving Global Excellence, 3rd Edition
- Kerzner, H. (2013) Project management metrics, KPIs, and dashboards : a guide to measuring and monitoring project performance. 2nd Edition. John Wiley & Sons. (Available as an e-book)
- Kerzner, H. (2014) Project Recovery: Case Studies and Techniques for Overcoming Project Failure. (Available as an e-book)
- Tomanek, M., Cermak, R., & Smutny, Z. (2014). A Conceptual Framework for web Development Projects Based on Project Management and Agile Development Principles. Proceedings Of The European Conference On Management, Leadership & Governance, 550-558.
Link
<http://ezproxy.lib.monash.edu.au/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&A>

Monash Library Unit Reading List (if applicable to the unit)

<http://readinglists.lib.monash.edu/index.html>

Feedback to you

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

- Informal feedback on progress in labs/tutes
- Graded assignments with comments
- Interviews

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.monash.edu.au/exams/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.

Assignment submission

It is a University requirement

(<http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-academic-integrity-managing-pla>) 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 electronic submission). Please note that it is your responsibility to retain copies of your assessments.

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.

Required Resources

Please check with your lecturer before purchasing any Required Resources. Limited copies of prescribed texts are available for you to borrow in the library, and prescribed software is available in student labs.

There are two options available for you to purchase the prescribed text: ie via the bookshop or directly online - these options are discussed below.

1. The price of this book is approximately \$175.00 if purchased from the Caulfield bookshop. Students who would prefer to purchase this book from the bookshop register their names with the bookshop by Friday of week 2 of semester 1. The bookshop will order the required number of texts for you.

2. However if you purchase this book directly from the Purdue Press website you can purchase it for \$136 (at the current exchange rate). The more expensive rate is due to import duties imposed on the bookshop.

This is the link to the book on the publishers website <http://www.thepress.purdue.edu/titles/format/9781557536631>.

In the meantime there are e-copies of this book in the library - which you will be able to download to view only for 7 days.

Prescribed text(s)

Limited copies of prescribed texts are available for you to borrow in the library.

Jeffrey L Brewer and Kevin C Dittman. (2013). *Methods of IT Project Management*. (2nd Edition) Purdue University Press (ISBN: 3: 9781557536631).

Recommended Resources

Microsoft Project, or similar software.

Microsoft Project can be obtained from:

<http://infotech.monash.edu/itsupport/msdnaa.html>

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:

www.policy.monash.edu.au/policy-bank/academic/education/index.html

Faculty resources and policies

Important student resources including Faculty policies are located at

<http://intranet.monash.edu.au/infotech/resources/students/>

Graduate Attributes Policy

<http://www.policy.monash.edu/policy-bank/academic/education/management/monash-graduate-attributes-policy.h>

Student Charter

www.opq.monash.edu.au/ep/student-charter/monash-university-student-charter.html

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

Monash University Library

The Monash University Library provides a range of services, resources and programs that enable you to save time and be more effective in your learning and research. Go to www.lib.monash.edu.au or the library tab in [my.monash](#) portal for more information. At Malaysia, visit the Library and Learning Commons at <http://www.lib.monash.edu.my/>. At South Africa visit <http://www.lib.monash.ac.za/>.

Disability Liaison Unit

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://www.monash.edu/equity-diversity/disability/index.html>
- Telephone: 03 9905 5704 to book an appointment with a DLO; or contact the Student Advisor, Student Community Services at 03 55146018 at Malaysia
- Email: dlu@monash.edu
- Drop In: Equity and Diversity Centre, Level 1, Building 55, Clayton Campus, or Student Community Services Department, Level 2, Building 2, Monash University, Malaysia Campus