

FIT2002 IT Project Management

Semester 2, 2022

Assignment Two

Due Date:

- Main submission - individual submission - (75%): 16:30 Monday 17 October 2022
- Presentation (25%):
 - Presentation slides submission - Group submission: 16:30 Wednesday 19 October 2022
 - Oral Presentation - Group presentation: During your allocated applied class in week 12

Value: 40% of overall unit assessment

Mode of Submission: Online on Moodle

TEAMS

This assignment requires a collaborative effort by a team of students and includes both a team submission and an individual submission. Students must continue their collaboration with their Assignment One team unless advised otherwise by the teaching team.

In summary, you will need to

- Continue working with your assignment 1 team for this assignment
- Make a team and individual submission

LEARNING OBJECTIVES

The aim of this assignment is to provide students with the opportunity to learn and demonstrate their analytical and project management skills through the development of an information technology (IT) project management case study. The assignment aims to assess the following aspects of student learning about project management:

- Skills in communicating projects.
- Skills and knowledge from the ten knowledge areas of the PMBOK.
- Communication skills in relation to different types of stakeholders.
- Working in a team.

SPECIFICATION AND DELIVERABLES

This assignment follows your assignment one projects where you worked on addressing the requirements of the *Student Services* professional services function of the Faculty of Information Technology (FIT), Monash University (the client).

Student teams continue to play the role of project managers within an IT consultancy that Monash has contracted to undertake a portfolio of 4 projects that are intended to improve student experience within FIT. Each student within the team continues their role as the assigned project manager for one of the projects in the portfolio.

Note: students will not be required to develop a product as part of this process.

From Week 9 until Week 11 teams will work together in the weekly Applied Sessions to consider how to apply PMBOK knowledge areas in the different aspects of the assignment, including:

- Project monitoring and controlling
- Integrated change control
- Project Risk Management
- Project Quality Management
- Project Procurement Management
- Project Communication Management
- Project stakeholder Management

During Week 12 teams will work together in their Applied Sessions to present a summary of their collaboration when working on the portfolio of projects.

INSTRUCTIONS

- 1) Each Applied Session will address different components of the assignment
 - a) Attend each to discuss and work on these as a team
 - b) present your progress and get support and advice.
- 2) Our CE (Professor Patrick Olivier) will interview the client, Mr Peter Barton, once again
 - a) Submit questions about the portfolio of projects via the Ed Discussion Category “*Assignment/A2 Questions for client*”.
 - b) These will be posed to Mr. Barton in week 10

SUBMISSION INFORMATION

There are two submissions:

- a. Individual submission (all deliverables) due **Week 12 (16:30 Monday 17 October 2022)**.
- b. Group submission (Team presentation) due Week 12 **(16:30 Wednesday 19 October 2022)**.

Submissions (group and individual) must take the form of a single document.

- a. Group submission should be in the form of MS PowerPoint slides or PDF named: <<Group #>>
- b. Individual submission should be named: <<Group #>><<Student#>>.pdf, where <<Group#>> is the group number that will be assigned to your group by your tutor and <<Student #>> is your unique Monash University student number.

PLAGIARISM DECLARATION

The moment you upload your assignment on Moodle, you are required to accept the Student Statement (which includes a declaration that you have not plagiarised during the preparation of your assignment solution). You are required to ACCEPT the Student Statement; otherwise, you won't be able to submit your assignment electronically and your assignment will NOT be assessed.

LATE SUBMISSION

1. Submission must be made by the due date. Unless an extension or special consideration has been granted, or otherwise specified in the learning management system, students who submit an assessment task after the due date will receive a late-submission penalty of 10 percent of the available marks in that task. A further penalty of 10 percent of the available marks will be applied for each additional day (24-hour period), or part thereof, the assessment task is overdue.
2. If you can't complete an assessment (due to exceptional circumstances beyond your control), you may be eligible for special consideration. In such exceptional circumstances you can request a short extension of up to five calendar days. To apply, you'll need to contact the Chief Examiner before the due date for that assessment. For longer extensions you'll need to submit a special consideration application online within two University working days after the due date for that assessment.
3. For more details of the Special Consideration procedure and rules, and how to apply, visit:
<https://www.monash.edu/students/admin/exams/changes/special-consideration>

ASSIGNMENT TASKS

To formulate a successful portfolio, your team and you (as a project manager for your individual project) will complete the following deliverables. Discussion and preparation of the 7 deliverables will be the focus of Applied Sessions as indicated below:

- Deliverable 1: Project Integration Management - Integrated change control
- Deliverable 2: Project monitoring and controlling
- Deliverable 3: Project Risk Management
- Deliverable 4: Project Quality Management
- Deliverable 5: Project Procurement Management
- Deliverable 6: Project Communication Management
- Deliverable 7: Project Stakeholder Management
- Presentation of your team collaboration to achieve portfolio objectives (project closure)

DELIVERABLE 1: Project integration management - Integrated change control

Related content: Weeks 1 - 8

Your client informs you that they require a change in the completion date of the portfolio projects and now they prefer the projects to be completed within 8 months of the contract start date.

What is your team's approach to manage this change? Write a 1-page memo (up to 400 words) to explain your team's approach to managing the change among your projects. Explain your approach based on the project constraints and continued business justification and make a justified recommendation to FIT senior management.

*Note that you are required to communicate and discuss the change with your team and find a resolution to effectively manage the change for your portfolio. However, each student is required to provide their perspective of the best approach in managing change within the portfolio.

Deliverable 1: structure & requirements:

Deliverable 1	Task	Requirements	Weight
Project Integration Management - Integrated change control	Task 1	Write a clear and well justified memo (<400 words) to FIT's senior management, stating your views of change management. Explain the impact of change on projects' constraints and make a justified recommendation.	10%

DELIVERABLE 2: Project monitoring and controlling

Related content: Week 7

Assume that you are in the **execution phase** of your project:

- You have completed 2 months of your project and have completed 60% of the project work. Your total spending at this point comprises 80% of your total budget. Assume an equal amount of work is scheduled throughout the 3 months of the project duration.
- What is the cost variance (CV), schedule variance (SV), cost performance index (CPI), and schedule performance index (SPI) for the project?
- Use the CPI to calculate the estimate at completion (EAC) for this project.
- Use the SPI to estimate how long it will take to finish this project using the following formula: time estimate (Y months)/ SPI= X
- Based on your calculation and estimation in parts (b - d), write a memo (up to 300 words) to your client advising them of the progress of your projects at this point and provide appropriate recommendation(s)

Deliverable 2: structure & requirements:

Deliverable 2	Task	Criteria	Weight
Project monitoring and controlling	Task 2	<ul style="list-style-type: none"> • Accurate calculations of CV, SV, CPI & SPI • Correct calculation of EAC • Correct calculation to estimate time to completion • A clear and succinct memo (<300 words) to the client addressing all relevant information regarding the status of the project and appropriate recommendation(s) 	10%

DELIVERABLE 3: Project Risk Management

Related content: Week 8

Create a risk register for your project:

- Identify 3 potential risks for each project (2 negative risks and 1 positive risk). You should NOT include the challenge mentioned in 'DELIVERABLE 1: Project integration management - Integrated change control'. Identify any risk that you consider would have an impact on the success of your project or the portfolio you work in.
- Write a rationale for how you determined the probability and impact for each of the risks (up to 300 words in total)
- Plot all the risks (from Task a) on a probability/ impact matrix.
- Develop a response strategy for each of the risks you have identified (in Task a). Include information about the approach that was taken to identify the risk response strategies describing what your contingency plans are to address the risk (< 300 words).

Deliverable 3: structure & requirements:

Deliverable 3	Task	Criteria	Weight
Project Risk Management	Task 3.1	A complete risk register for the project to include 3 potential risks	5%
	Task 3.2	Write a rationale for how you determined the probability and impact for each of the risks (<300 words)	5%
	Task 3.3	Plot all the risks (from Task a) on a probability/ impact matrix.	5%
	Task 3.4	Develop a response strategy for each of the risks you have identified in Task 3.1. Include information about the approach that was taken to identify the risks response strategies describing what your contingency plans are to address the risk (<300 words)	5%

DELIVERABLE 4: Project Quality Management

Related content: Week 9

Develop a list of 3 quality standards/requirements related to meeting the stakeholder expectations and requirements described in portfolio introduction in Assignment 1. You can use the quality requirements developed in your scope statement (DELIVERABLE 2: Project Scope Management for Assignment 1).

- a. Provide a brief description of each standard/requirement. For example, a standard/ requirement might be: user testing indicates that 95% of users report a positive user experience when engaging with the system; or 95% of users rated the information from the app as useful. (You can assume 95% is an acceptable lower threshold rate for any requirement that needs one. Not all of your requirements will need a specific threshold though and if you feel it is important to go higher then please do so).
- b. Determine how you will measure progress on meeting those standards/requirements identified in Task a. For example: ensure user testing is scheduled at several points in the project so that the user experience score data can be analysed to help build an understanding of what the quality issues are, and where targeted improvements can be made.

Deliverable 4: structure & requirements:

Deliverable 4	Task	Criteria	Weight
Project Quality management	Task 4	A list of 3 quality standards/requirements related to meeting the stakeholder expectations and requirements described in portfolio introduction in Assignment 1. <ul style="list-style-type: none"> • Provide a brief description of each standard/requirement. • Determine how you will measure progress on meeting those standards/ requirements • Word limit "<600 words" for the entire quality management plan or approximately "<200 words" for each quality standard/requirement 	10%

DELIVERABLE 5: Project Procurement Management

Related content: Week 9

FIT Senior management knows that your team already has a very high volume of workload in a short time frame. They want your opinions on whether the design phase of the project should be outsourced.

Write a one-page memo (<300 words) to senior management stating your views (pros and cons) of outsourcing for any parts of your projects.

Deliverable 5: structure & requirements:

Deliverable 5	Task	Criteria	Weight
Project Procurement management	Task 5	Write a one-page (<300 words) memo to senior management stating your views (pros and cons) of outsourcing.	5%

DELIVERABLE 6: Project Communication Management

Related content: Week 10

Prepare a communications management plan (<300 words) to clarify your communication approach in your project and to address some of the challenges you have faced and may face in the future (you could refer back to your risk register).

- Stakeholder communications requirements: addressing the type of information that your main stakeholders require.
- Communications Matrix (Communications summary): completing the communication matrix
- Communication Escalation Process: what approach would you follow when you need to escalate issues within the project and who would be responsible to resolve each issue
- Communication Methods and Technologies: the preferred communication methods and technologies used in your project as well as your justification to use them.

Deliverable 6: structure & requirements:

Deliverable 6	Task	Criteria	Weight
Project Communication management	Task 6	Prepare a communications management plan to clarify your communication approach in your project and to address the challenges of your project.	10%

DELIVERABLE 7: Project Stakeholder Management

Related content: Week 10

Prepare a project stakeholder management plan to clearly identify your stakeholder management strategies for internal (within your organisation) use only.

- Prepare a stakeholder register using the preceding information from your portfolio and include at least five stakeholders. You may make up some information as needed.
- Create a stakeholder management strategy, focusing on two stakeholders who are NOT on the project team. Remember that this document has internal use and will **not be handed out** to the stakeholders. Be creative in developing potential management strategies.

Deliverable 7: structure & requirements:

Deliverable 7	Task	Criteria	Weight
Project Stakeholder management	Task 7.1	Prepare a stakeholder register including at least five stakeholders.	5%
	Task 7.2	Create a stakeholder management strategy for the project focusing on two stakeholders who are not on the project team	5%

Presentation of your team collaboration to achieve portfolio objectives (project closure)

Related content: Weeks 1-11

Mode of submission:

- Presentation slides submission - Group submission: **16:30 Wednesday 19 October 2022**
- Oral Presentation - Group presentation: During your allocated applied class in week 12

FORMAT:

A 12-minute oral presentation as a team to the client and FIT operation management team (role played by your tutors and other teams) during Week 12 applied classes.

PURPOSE:

- To inform the relevant stakeholders of the completion of the projects
- To garner support for the project proposals you are developing for your assignment
- The presentation session would also serve as a platform for the team to share their experiences (lessons learned) throughout their work on the projects.

LEARNING OBJECTIVES

The aim of this task is to provide students with an opportunity to develop their analytical and presentation skills and in so doing:

- Evaluate, review and reflect on their project experience.
- Critically analyse successes and opportunities for improvement
- Present relevant information to different stakeholders in an engaging manner.
- Work in a collaborative team environment.

ASSIGNMENT SPECIFICATION AND DELIVERABLES

As you know, FIT senior management had decided to invest in the *Student Services* professional services function of the Faculty of Information Technology (FIT). Your team is a project management consultancy partnership that undertakes contracts from clients and works with them to plan and manage internal service development projects that include IT design and development.

Assume that you have just completed the projects in the portfolio and successfully launched the systems. Your team is required to give a project closure presentation, pitch to the client (FIT Educational Services) and FIT operations management team, summarising your work (from Assignments 1 and 2) and should cover the following aspect:

- The portfolio objectives;
- Summary of portfolio investment results;
- Portfolio assessment and
- Lessons learned*.

* The lessons learned process includes gathering, archiving and presenting data about the project plans, the budget, schedule and information about the actual performance versus those plans as well as the project's variances and the corrective action that was taken to resolve problems. This information provides future project managers an advantage in quickly and accurately planning their projects and learning from what worked and what didn't.

Notes:

- You should make use of information from all the Deliverables in Assignments 1 and 2.
- As needed you should make reasonable realistic assumptions.
- You are free to make assumptions as to whether the portfolio is completed within the nine months scheduled timeframe or not.
- Your lessons learned should cover team challenges or any problems/challenges with the projects and how you addressed them.

Instructions:

1. Please upload your presentation slides (one submission per group) **by 16.30 Wednesday 19 October 2022** on the FIT2002 Moodle site under “Assignment 2 – Presentation (Group Submission)” link.
2. Every member of the team needs to actively participate in the presentation which will happen during the Week 12 applied class.
3. Every team will also need to assess other teams and is required to stay through the whole session.

Presentation rubric and materials to help you prepare for this task are provided in a separate document in Moodle.