

FIT5057 Project Management

Assignment Two – Team Assignment

Project name or description

MONTH 20XX

Student ID and Full Name:

Team number:

Applied class:

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# FIT5057 Assignment 2 Writing Guide and template

**Before submission, remove all guides, comments, and unnecessary instructions to ensure the final document is clean, professional, and ready for presentation.**

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| This guide aims to support your success in Assignment 2 by providing guidance on each deliverable within your project management plan. Remember, this is a starting point – your own exploration of project management concepts and tools will further enhance the quality of your submission.  **Important Reminders:**   * Don't leave this for the last minute! * Prepare for change and updates, that is normal and expected. * Ensure all deliverables (scope, WBS, Gantt chart, cost baseline) are consistent. Inconsistencies can undermine the project plan. * All templates are provided. You SHOULD adapt it to your project's unique needs. * Conceptual Understanding: Demonstrate a thorough understanding of the core project management principles covered in your coursework. These concepts serve as the foundation for each task within the assignment. * Justification: Clearly explain your reasoning behind choices, tools, or methods selected. Successful project plans demonstrate not only the 'what' but also the 'why' behind plans. * Professionalism in Writing: Use clear, organised, and error-free language throughout your plan. Present your ideas with the same level of care you would offer a client. * Visual Clarity: Charts, tables, or diagrams can often communicate complex information or relationships more effectively than text alone. * Accurate Referencing: Employ your designated referencing style (APA 7) correctly and consistently to acknowledge your sources. Refer to [Monash Library guidelines](https://guides.lib.monash.edu/apa-7). * This document includes guides to develop your assignment tasks (presented in boxes) and templates to use. Remove the guides after completing the tasks and before submitting, to avoid unnecessary indication of high similarity in Moodle! |

Include a table of contents with updated page numbers when you have completed the report

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GENERATIVE AI - Acknowledgement of use

# DELIVERABLE 1: Project Integration Management

## Task 1 Project Charter

Reflect on the alignment between your project's objectives and the client's business strategy. How does your project charter demonstrate an understanding of this alignment?

A strong charter covers all elements in the template, clearly showing how they connect to deliver the project's value.

Your charter is an important communication tool. Ensure it is well-formatted, easy to navigate

Define success in clear, measurable terms. For example, instead of "improve efficiency," aim to "reduce processing time by 20% by target date."

Briefly outline potential risks facing the project and initial strategies for addressing these challenges.

Add KEY stakeholders in the roles and responsibilities section, including at least 6 key stakeholders.

Signatures: Assume that Stakeholders can sign by typing their names below the table.

**Project Title**:

**Project Start Date:** **Projected Finish Date:**

**Budget Information:**

**Project Manager:** Name,

Phone:

e-mail:

**Project Objectives:**

**Main Project Success Criteria:**

**Project development approach:**

**Roles and Responsibilities**

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| **Role in the project** | **Name** | **Position in the organisation/contract** | **Contact Information** |
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**Sign-off:** (Signatures of all stakeholders listed)

**Comments:** (Comments from above stakeholders, if applicable)

# DELIVERABLE 2: Project Scope Management

## Task 2.1 Requirements Traceability Matrix (RTM)

How does your RTM ensure that every requirement directly contributes to the project's objectives? Here are a few hints:

Mapping Relationships: Develop a table or spreadsheet to illustrate how the project's requirements link to specific deliverables or design elements.

You could go beyond merely listing requirements. Group or categorise requirements to emphasise dependencies or highlight those critical to project success.

Requirements: This section should include a description of the requirement identified. Be sure to include both functional requirements (what the project, system or product must DO) and non-functional requirements (qualities it must HAVE, such as performance, reliability).

Assumption(s) and/or Customer Need(s): This column should include a description of any assumption or customer needs linked to the requirement.

Category: This column specifies whether the identified requirement is a functional requirement, service requirement, performance requirement, quality requirement or training requirement.

Source: This column specifies the source of the requirement. It could be the source document or person/department initiating it.

Status: This column should include the current status of the requirement - can also include expected date of completion.

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| **REQUIREMENTS TRACEABILITY MATRIX** | | | | | |
| **Project Name:** |  | | | | |
| **Project Manager Name:** |  | | | | |
| **Project Description:** |  | | | | |
| ***ID*** | ***Requirements (Functional or Non-Functional)*** | ***Assumption(s) and/or Customer Need(s)*** | ***Category*** | ***Source*** | **Status** |
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| R08 |  |  |  |  |  |

## Task 2.2 Project Scope Statement

Briefly explain the problem or opportunity the project addresses and how it aligns with the business objectives of your client. Every project document needs some introduction and background.

Functional requirements (or business requirements) are capabilities that the product must do to satisfy specific stakeholder needs and/or expectations. They describe capabilities that the intended product can perform to enable business users to do their work and carry on with their business (operational) work.

Non-functional requirements are qualities that the product must have, including usability, performance, reliability and security requirements. Technical requirements also fall under the non-functional category.

Deliverable: Provide descriptions of each deliverable, outlining critical requirements and characteristics, and any relevant quality requirement/expectation. Example: the new software system, training module, user manuals, etc

Include the most significant requirements/characteristics of each deliverable

Optional: Out-of-Scope: Explicitly state what the project will NOT address. This is just as important for managing expectations!

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| **PROJECT** | **DATE** |
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| **PROJECT BACKGROUND, OBJECTIVES and OUTCOMES** | |
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| **HIGH-LEVEL PROJECT REQUIREMENTS, FUNCTIONAL & NON-FUNCTIONAL** |
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| **DELIVERABLES** |
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| **ASSUMPTIONS** |
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# DELIVERABLE 3: Project Work Breakdown Structure (WBS) and Schedule

This deliverable has both individual work AND team collaboration. You will create a Work Breakdown Structure (WBS) and Gantt chart for your individual project. You will also share these with your team, exchange constructive feedback, and improve them before adding them in your report.

## Task 3.1 Work Breakdown Structure (WBS)

Develop a WBS for your INDIVIDUAL PROJECT that clearly aligns with the project charter and scope statement.

Your WBS should be extended to Level 3 or 4 when appropriate, providing sufficient breakdown of the scope into summary tasks and work packages without being overly granular.

Your WBS should provide a clear and detailed understanding of all tasks required to complete the project.

Present your WBS in list or tabular form. Avoid hierarchical presentation as it has limitations and is hard to use for a WBS extended to levels 3 or 4.

The numbering format in the template is for demonstration purposes and to show you how a WBS extended to level 3 and 4 could look like. You are free to use other reasonable numbering conventions.

0.0 Project title

1.0 Summary task 1 (level 1)

1.1 Summary task 1.1 (level 2)

1.1.1 Summary task 1.1.1 (level 3)

1.1.1.1 Work Package 1.1.1.1 (level 4)

1.1.1.2 Work Package 1.1.1.2 (level 4)

1.1.1.3 Work Package 1.1.1.3 (level 4)

1.1.2 Summary task 1.1.2 (level 3)

1.1.2.1 Work Package 1.1.2.1 (level 4)

1.1.2.2 Work Package 1.1.2.2 (level 4)

1.2 Work Package 1.2 (level 2)

1.3 Work Package 1.3 (level 2)

2.0 Summary task 2 (level 1)

2.1 Summary task 2.1 (level 2)

2.1.1 Summary task 2.1.1 (level 3)

2.1.1.1 Work Package 2.1.1.1 (level 4)

2.1.1.2 Work Package 2.1.1.2 (level 4)

2.1.2 Summary task 2.1.2 (level 3)

2.2 Work Package 2.2 (level 2)

2.3 Work Package 2.3 (level 2)

…….

3.0 Summary task 3 (level 1)

4.0 Summary task 4 (level 1)

5.0 Summary task 5 (level 1)

6.0 Summary task 6 (level 1)

…….

X.0 Summary task X (level 1)

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## Task 3.2 Team collaboration and Short reflection

Your team leader will lead your team in organising the activities needed for this task.

Step (1) Everyone presents their WBS to the team and the team members will provide feedback and support. Consider these questions when reviewing your team members WBS:

Does the WBS align with the project's goals?

Is the WBS effectively elaborated and extended to level 3 or 4?

Are there any tasks that require further breakdown to be more specific?

Are the work packages demonstrating action items?

Be supportive and collaborative when sharing your thoughts and feedback!

Step (2) Use the feedback from Step (1) and update your WBS for the final submission.

Step (3) Add the updated WBS in your report under task 3.1

Step (4) After developing your WBS in Task 3.1, demonstrating it to your team members, receiving feedback and improving the quality of your work, each individual student is required to write a reflective summary of their approach in Steps (1 – 3). The reflection should be no longer than 100 words elaborating on their experience in creating and improving their WBS.

**Assignment Milestone**: To ensure that you and your team members are progressing in your assignment in a timely manner, and to ensure that your team is ready for demonstrations during weeks 7-8 applied classes, your team should finalise Tasks 3.1 and 3.2 by the end of week 6. This would give you sufficient time to receive feedback from your team members or your tutors.

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## Task 3.3 Gantt Chart

Get the Right Tool: Use ProjectLibre, MS Project, or similar – spreadsheets won't cut it!

Gantt charts NEED to use the WBS created in task 3.1 and include estimated durations for each WORK PACKAGE.

Milestones: Identify at least 3, explainable with the SMART criteria (Specific, Measurable, etc.). add the Milestones into the Gantt chart with appropriate demonstration and dependencies.

Dependencies: Which tasks have to happen before others? Are there any tasks scheduled to happen at the same time? Show these links and connections.

Your Rationale: Write a short explanation of your choices (durations, dependencies). Add them in your individual report task 3.3.

Take a screenshot of your developed Gantt chart and add it here in your report. Make sure that the screenshot shows the task titles against task bars in the Gantt, and all dependencies and milestones are visible.

You may need to Zoom in/out and take multiple screenshots to make it work! You may need to change the page layout to ‘landscape’ to make it more presentable! Be creative

## Task 3.4 In-class demonstration of Gantt Chart and team Reflection

Your team leader will lead your team in organising the activities needed for this task including Team meetings, presenting your Gantt charts, exchanging feedback, then iterate and do it again until everyone is confident about the quality of all Gantt charts!

Team Reflection: This is IMPORTANT. Discuss together:

How did everyone's plans change based on feedback?

What did you learn about going from theory (in class) to practise?

One team member will present to the tutor, showing a sample Gantt chart from the ones that you created together followed by a short report of your team’s reflection.

You are not required to submit any writing for this part

# DELIVERABLE 4: Project Cost Management

## Task 4.1 Cost Model

Clarity: Is the model easy to understand quickly? Well-organised, clearly labelled?

Comprehensiveness: Does it include all key cost categories (labour, materials, contingency, etc.)?

Justification: Are cost estimates supported by notes, references, or in-line explanations?

When developing the cost model and baseline, ensure their consistency with the WBS and Gantt chart.

## Task 4.2 Cost Baseline

Is it easy to visualise how spending is distributed across the project timeline?

Do baseline numbers match the overall cost model?

Does the baseline highlight any periods of significant spending?

## Task 4.3 Assumptions

Assumptions bridge the gaps between what you know for sure and what you need to estimate to build your plan.

Identification: Are the most impactful assumptions clearly listed?

Justifications: Are they supported, even briefly, by logic or reference sources? It is about demonstrating you've considered the risks and have reasons for your choices. This could be Past project costs, vendor quotes, market research reports.

Relevance: Do the assumptions selected matter most to the project's cost risks?

# DELIVERABLE 5: Project Risk Management

## Task 5.1 Risk Register

Show you can spot what might go wrong AND plan how to manage it for project success. When developing your risk register, focus on risks that are specific to your project. Use the template provided.

Risk ID: The project team may want to sort by risk events or quickly search for specific risk events, so they need to identify each risk with a unique descriptor, such as an identification number.

Rank: A rank for each risk event. The rank is usually a number, with 1 representing the highest risk and is based on the Priority Level.

Risk Description: A reasonably detailed description of the risk.

Impact Description: What impact will there be on the project, specifically the triple constraints, if this risk occurs.

Impact Level: The impact to the project if the risk occurs: There might be a high, medium, or low impact to project success if the risk event actually occurs. Consider a rating in the range 1 – 5 where 1 represents very low and 5 represents very high.

Probability Level: The probability of the risk occurring: There might be a high, medium, or low probability of a certain risk event. Consider a rating in the range 1 – 5 where 1 represents very low and 5 represents very high.

Priority Level: It is calculated as (Impact Level) \*(Probability Level).

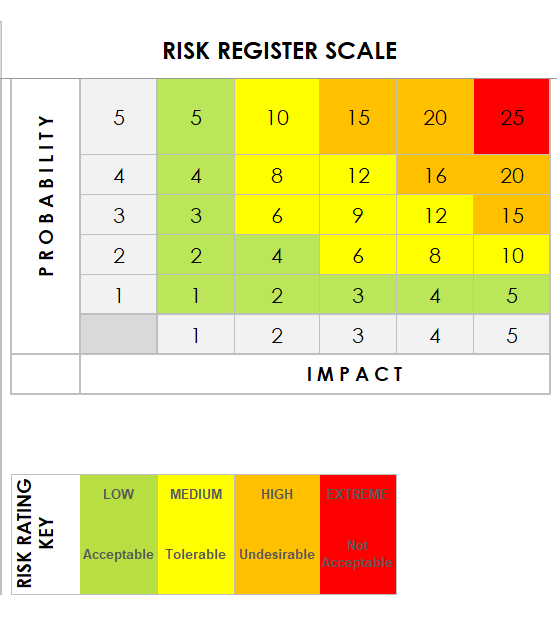
Risk Response: The risk response strategy which should be categorised as Mitigate, Accept, Transfer, Exploit, etc. The response strategy should include an explanation and be suited to the nature of the risk (e.g. positive vs negative) and its priority level.

Owner: Who is responsible to monitor and control the risk?

Some useful information:

Risk Register Scale: Shows the different combinations of Impact and Probability and the associated Risk Rating Key

Risk Rating Key: The overall risk rating



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| RISK ID | RANK | RISK DESCRIPTION | IMPACT DESCRIPTION | IMPACT  LEVEL | PROBABILITY LEVEL | PRIORITY LEVEL | RISK RESPONSE | RISK OWNER |
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## Task 5.2 Probability & Impact Rationale

Probability: How likely is this risk to actually happen?

Impact: If it DOES happen, how badly will it derail your project?

Justify why EACH risk is worth considering. Statistics from similar projects, industry reports etc (For example, "X% of projects face this type of issue...")

## Task 5.3 The Matrix & Analysis

Use the template to make your probability/impact matrix.

Management Implications: Explain how the matrix helps with decisions on:

Resource Allocation, Prioritisation: Focus mitigation efforts where the matrix shows the biggest danger.

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| 1 |  |  |  |  |  |
|  |  | 1 | 2 | 3 | 4 | 5 |
|  |  | **I M P A C T** | | | | |

# DELIVERABLE 6: Project Quality Management

## Task 6.1 Quality Standards/Requirements

Define what quality looks like for your project AND build a plan to make sure you achieve it. Refer back to your scope statement and Focus on those most critical to project success. Avoid vague terms like "user-friendly." State exactly what you expect from a high-quality deliverable. Here's a better version of the example: "During user testing, at least 95% of users rate the system's navigation as 'easy' or 'very easy'."

There are a variety of standards (like those published by ISO) for many product requirements! If you can’t find applicable standards, you could still develop requirements that suit your deliverables and stakeholder expectations.

If you choose a number like 95%, briefly explain why it's acceptable for your project's context. Briefly explain why those standards (or requirements) are right for your project, and any assumptions you're making.

## Task 6.2 Metrics and Measurement

How will you KNOW if you're hitting your quality requirement/standard? You need the right Metrics for the right type of measurement.

Think of “How” to measure quality and NOT Just “What” needs to be measured: Think through the process and make it easy and clear to follow.

A possible bad example could be: "Metric: User satisfaction". Now compare it with a GOOD example: "Metric: User satisfaction survey at prototype stage and after launch. If scores drop below 80%, conduct interviews to identify improvement areas."

# DELIVERABLE 7: Project Stakeholder and Communication Management

## Task 7.1 Building Your Stakeholder Register

Your stakeholder register isn't just a list, it's a tool for building strong stakeholder relationships. Use the template, consider the stakeholder register as a structured method for understanding the diverse players and their potential impact.

The stakeholder register is a living document, which serves the project manager and team throughout the project lifecycle. It is the index of all project stakeholders and their essential attributes.

Name: The name of the stakeholder or stakeholder group e.g. John Smith, Software Programmer, Supplier

Title: The title or role of the stakeholder in the organisation that they work for e.g. HR Manager, Senior Analyst

Role in Project: The title or role of the stakeholder in the project e.g. Project Sponsor, Project Manager

Category: Whether the stakeholder is internal or external to the organisation

Power Level: The stakeholders’ ability to influence or change the outcome of the project (High, Medium or Low)

Interest Level : The stakeholders' level of concern about the project's activities and outcome (High, Medium or Low)

Comms Requirement: What medium(s) will be used to communicate with the stakeholder (e.g. Email, phone call, presentation)

Comms Frequency: How often should we communicate with the stakeholder.

Contact: The stakeholder's contact details (email, mobile number etc.)

Useful information for this deliverable:

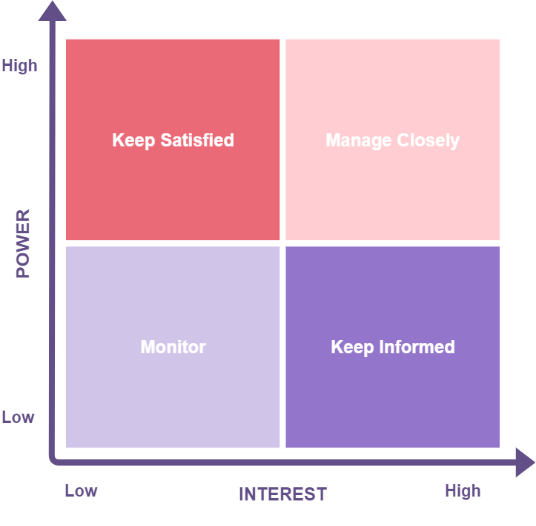
A power/interest grid can be used to group stakeholders based on their level of authority (power) and their level of concern (interest) for project outcomes.

- High power - High interest: these are the stakeholders who are decision makers and have the biggest impact on the project success and hence you must closely manage their expectations.

- High power - Low Interest: these are the stakeholder needed to be kept in loop, these stakeholders need to be kept satisfied even though they aren’t interested because they yield power. These types of stakeholders should be dealt with cautiously as well since they may use their power in an unwanted way in the project if they become unsatisfied.

- Low power – High interest: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.

- Low power - low interest: monitor these people, but do not bore them with excessive communication.



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| **TITLE** | **ROLE IN PROJECT** | **CATEGORY** | **POWER LEVEL** | **INTEREST LEVEL** | **COMMS REQUIREMENTS** | **COMMS FREQUENCY** | **CONTACT** |
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## Task 7.2 Engagement Strategy

Create a stakeholder management and engagement strategy for the project focusing on two stakeholders from the stakeholder register (Task 7.1) who are not on the project team.

Ideally, these two stakeholders have high power and or high interest towards the project

**References**

Students are expected to search for relevant extra readings and draw on suitable literature from academic publications as well as practitioner outlets. All sources of information must be fully and appropriately acknowledged using in-text citation and reference list. Use at least 10 references, 5 of which must be from [peer reviewed](https://www.monash.edu/library/help/assignments-research/finding-and-evaluating-information/understanding-what-information-you-need#peer-reviewed-sources) academic journals or conference publications. The minimum 10 references exclude the IT Contractor Rates Guide by HAYS provided. The IT Contractor Rates Guide by HAYS should also be cited where appropriate.

The reference section should use the American Psychological Association (APA) style of referencing.

(APA 7th style: <https://guides.lib.monash.edu/apa-7> )

Here is a library guide for understanding what information you need and what a peer reviewed reference is:

<https://www.monash.edu/library/help/assignments-research/finding-and-evaluating-information/understanding-what-information-you-need>

Monash’s quick guide to peer reviewed articles:

<https://www.monash.edu/library/help/assignments-research/finding-and-evaluating-information/quick-guide-peer-review>

**GENERATIVE AI - Acknowledgement of use**

AI & Generative AI tools may be used SELECTIVELY within this assessment. Where used, AI must be used responsibly, clearly documented and appropriately acknowledged (see [Learn HQ](https://www.monash.edu/student-academic-success/build-digital-capabilities/create-online/acknowledging-the-use-of-generative-artificial-intelligence)).

Any work submitted for a mark must:

• represent a sincere demonstration of your human efforts, skills, and subject knowledge that you will be accountable for.

• adhere to the guidelines for AI use set for the assessment task.

• reflect the university's commitment to academic integrity and ethical behaviour.

Inappropriate AI use and/or AI use without acknowledgement will be considered a breach of academic integrity.