FIT5057 PROJECT PLANNING

Writing Guide for Assignment 2 and 3

Part 1: of your project plan deals with introducing the project, project office highlights and three knowledge areas that relate to managing people influencing and who are affected by your project plan.

For essential readings, please refer to PMBoK (6th Edition) sections:
- Stakeholders Management
- Communications Management
- Human Resource Management.

Part 2: explains your scope, schedule, budget and risk management plans. Essential readings include the PMBoK sections:
- Scope Management
- Schedule Management
- Cost/Budget Management
- Risk Management

Contents

Project Plan: Part 1

Part 1 demonstrates your ability to research, apply critical thinking and project plan report writing core PM methods in constructing a project plan. Part 1 is where most of your literature references are cited. You need to provide **at least 20 references (of which 50% must be academic peer-reviewed articles)** to support your written texts and visual diagrams.

Word Limit: 3,000-5,000 words
(or 15 pages max with diagrams)
All excluding Ref List & Appendices

Executive Summary

Make sure the information you use is a summary of the key project management highlights of the project planning sections.

Introduction

State what is to be done and who (organisations) are involved

Purpose

State the business purpose for the project

Project Governance

Summarise all the governance and compliance control mechanisms the sponsor requires of your project; plus any specific ones you include.

Stakeholders

Summarise your people management plans and state how confident you are that they will work to ensure all stakeholders' expectations, engagement and communications would be well managed; and also explain your confidence level.

Next Step

State the remaining outstanding planning areas to be completed in Assignment 3/Part 2 Project Plan.

1. Project Purpose & Discussion Scope

Project Background
Writing Instructions

- Project Purpose & Discussion Scope
- Project Terms of Reference
- Project Team Structure
- Project Business Objective(s)

Summarise the case story and what is the business reason Hybe wants you to prepare this report. Your understanding of what a project means is useful to explain the business reason, together with some relevant case story information.

For the discussion scope, explain what the two parts entail and highlight this paper is PART 1.

2. Project Terms of Reference

2.1 The Client's case story summary

A good case story, summarised or detailed, is a narrative structured for problem solving purposes. It has four key characteristics (Ellet, 2018):

- A significant business issue or issues is raised in the story telling
- There is sufficient information for the reader to understand the issues
- There is no objective conclusion - in other words, no single explicit right answer
- The information is in a story telling format, with non-linear organisation of contents (unlike a formal management report).

Using these writing guidelines, summarise the client's case story in less than 1/2 page.

2.2 The PM Methodology

First explain what an agile PM methodology is and its relationship to agile SDLC methodologies.

2.3 Project Governance Framework

Define and explain project governance, the types and management purposes of oversight mechanisms it contains, and what whole of organisation purposes are served through these.

Consider using graphic organisers to organise and more effectively write your answer.

Support your definition with a specific example of your own project governance framework by listing granular examples of the different oversight mechanisms you intend to apply in your project. As a project manager, you must also ensure your team comply to the governance framework in all aspects of their project work and even for some deliverables. Describe, supported with a diagram if needed, how you would ensure this compliance.

3. Project Team Structure

Present a visual project organisation structure for your project. Insert the names of people who will need to be responsible for overseeing other people's work from different coordination and control perspectives that you, as a project manager, would recommend. The unnamed positions should use meaningful labels to cross reference the roles they potentially play when recruited (e.g. business

analyst, junior developer, senior developers, end user representative, tester, organisation implementation coordinator, IT Ops representative, vendor representatives, etc)

Briefly explain the organisation-design principles that you applied to arrive at the project organisation structure presented.

4. Project Business Objective(s) & Constraints

State the business objective/s underpinning the business use of your software. This reasoning needs to be validated by 3 or more supporting literature references including the case story.

State the business constraints imposed on your project e.g. predefined project or business time to market deadlines or budget limits; freedom to recruit or have to use existing staff; etc. These constraints also need to be referenced in some of the assumptions you make for the knowledge areas /subplans.

5. Planning Assumptions

People Mgt Plans Writing Instructions

- Planning Assumptions
- Methods + Techniques
- Stakeholder Management Plan
- Communications Management Plan
- Human Resource Management Plan

Read this article to understand how to write assumptions, which can be:

- **Conditions, events or circumstances** *that you believe are relevant and will affect your PM work in a supporting manner or are prerequisites to doing your PM work (PMI Study Circle, 2020). If your assumptions are incorrect, then they can expose your project planning to be unrealistic or inappropriate, which will expose you to project risks.*
- **Constraints** *that are the limitations that you and your group must work within, e.g. budget, effort estimated from schedule during costing, etc.*
- **Dependencies** *that are tasks or activities that are reliant on the completion or initiation of other ones.*

List any assumptions that you have used in analysing your stakeholders and determine the appropriate:

- Engagement strategies
- Communication arrangements
- Recruitment and training requirements.

6. Planning Methods & Techniques

State the methods and techniques you used in the people related planning. Refer to the PMBOK manual (PMI, 2017) to identify and select the methods and techniques that you would apply.

7. Stakeholder Management Plan

7.1 Stakeholder Analysis Findings

Explain what is meant by stakeholders, identify them as individuals, and explain why you chose certain stakeholder analysis methods/techniques to profile your stakeholders.

Share your stakeholder analysis findings and explain their context in terms of how you would use the information to manage people influenced or impacted by your project.

7.2 Stakeholder Engagement Strategies

7.2.1 STAKEHOLDER ENGAGEMENT METHODOLOGY OVERVIEW

Summarise what this approach is. You may decide to choose a standard, such as IAP2, to frame this approach.

7.2.2 STAKEHOLDER ENGAGEMENT STRATEGIES

Explain what is meant by the term stakeholder engagement strategy, giving one or more examples to illustrate your definition. Use the following table to document the engagement strategies.

Stakeholder Group or Individual Name	Contact Person & Contact Details	Impact Rating (H,M,L)	Influence Rating (H,M,L)	What is important to stakeholder	How stakeholder contributes to project?	How stakeholder can block the project?	Engagement Type (use IAP2 levels)	Engagement strategy description, including specifying communication methods and frequency

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section.

8. Communication Management Plan

The communications plan also lists the earlier identified stakeholders who should be reviewing project information on a regular basis. It is suggested that you tabulate your planning descriptions, clearly identifying the stakeholders you have profiled earlier. Provide details of what project information, its breadth of detail, the format in which they should receive it, when it should be received (i.e. frequency of distribution), from where or what channel the information will be accessed, etc.

Read the PMBOK guide (PMI, 2017) and PM Book of Forms to identify all the attributes appropriate to be presented in a communications plan summary.

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section.

9. Project Human Resource Management Plan

> *Use the PMBOK guide and PM Book of Forms to identify what information you can use to develop the recruitment & training plans. You may combine the two HR plans into one, however your text descriptions (with the plan) must clearly indicate which part of the integrated HR plan you are writing about.*

9.1 Recruitment Plan

The communications plan identifies the stakeholders who should be reviewing project information on a regular basis. It is suggested that you tabulate your planning descriptions, clearly identifying the stakeholders you have profiled earlier. Provide details of what project information, its breadth of detail, the format in which they should receive it, when it should be received (i.e. frequency of distribution), from where or what channel the information will be accessed, etc.

Read the PMBOK guide (PMI, 2017) and PM Book of Forms to identify all the attributes appropriate to be presented in a communications plan summary.

9.2 Training Plan

Identify the training needs of your project team members. Tabulate a plan to organise their training activities before and during the project. You need to anticipate how long they have to be in training sessions, as this will affect their availability to do project work when the project starts. L

Later in scheduling section, you need to refer to this information to include training activities in your schedule planning details.

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section.

10. Part 1 Planning Summary & Next Step

In no more than a page:

- Summarise the key planning highlights of this Part 1 of your Project Plan) relating to the project's business objectives; your project team organisation chart; a list of the most influencing stakeholders and the appropriate engagement and communication strategies chosen for managing them.
- State the outstanding planning work to be addressed in Assignment 3 (Part 2 Project Plan).

11. Reference List

At least 20 references in APA style. Less than 20 references will attract the most 50 marks for this assessment criterion.

12. Appendices (Optional)

The information will not be assessed.

Project Plan: Part 2

Part 2 demonstrates your ability to apply literature research, critical thinking, project plan report writing and core PM methods in constructing a project plan. You need to provide **at least 20 references (of which 50% must be academic peer-reviewed articles)** to support your written texts and visual diagrams.

Word Limit: 6,000 – 8,000 words
(or 25 pages max with diagrams)
All excluding Ref List & Appendices

Executive Summary

Reuse Assignment 2's Executive Summary to create the following information

Introduction

State what is to be done and who (organisations) are involved

Purpose

State the business reason for the project (this should link to your project Objectives in the plan)

Project Governance

Summarise all the governance and compliance control mechanisms the sponsor requires of your project; plus any specific ones you include.

Project Planning Overview

Scope - Describe the functional requirements, summarising the key non-functional capabilities; and the DevOps approach to deliver it.

Schedule – State the start and end dates, also disclosing the key deliverable-milestone dates.

Budget – State the total cost of the project, separating out labour and other expenses.

Risk Register - State the overall risk rating of the whole project, summarising the major risk exposures and planning estimation and contingent reserves. Also summarise the planning risk reserves' implications on your proposed scope, schedule and budget.

Next Step

State the next project management step, moving forward to this project plan being approved by the sponsor.

1. Report Purpose & Discussion Scope

Project Mgt Plans
Writing Instructions

1. Report Purpose & Discussion Scope
2. Scope Management Plan
3. Schedule Management Plan
4. Budget/Cost Management Plan
5. Risk Management Plan
6. Project Planning Conclusion
7. Reference List
8. Appendices (Optional)

Explain the purpose of the report and how it links to an earlier Assignment 2 planning report.

State the planning sections covered (i.e. knowledge areas).

2. Scope Management Plan

2.1 Planning Assumptions
List all the assumptions that supported your scope planning.

Hints – consider and state the following: if you are developing the software inhouse, buying a package, outsourcing or a mixture of these different software acquisition methods; the choice of platforms e.g. MS Windows or/and Apple; the computing platforms; the critical enterprise value of the software to be developed; which governance mechanisms need to be integrated in software development; etc.

2.2 Planning Methods & Techniques
List the PM methods and techniques: which conceptual design methodology and modelling techniques you used; the prevalence of EA standards imposition; to what degree you have to include DevOps consideration or just focus on developing only the SDLC aspects in executing software development work; etc.

2.3 Product Scope
You need to summarise the software design approach that was applied to identify the functional and non-functional makeup of the software product to be built. (Note: this information is linked to, but not the same as, the info presented in the previous sub-section.

Following the approach description, present a clear list of functional and non-functional requirements, the system objects and supporting descriptions. (Later on, when planning the work scope, annotate which ones are to be used as work control milestones that will indicate software completeness.)

Using your product scope information present a **Requirement Traceability Matrix** [NB: use the format in the PMBOK Book of Forms (PMI, 2018)]. Readability of this information is important and presenting this information in landscape is a sensible approach. Marks will be deducted if the matrix is difficult to read.

REQUIREMENTS TRACEABILITY MATRIX

Project Title: _____ Date Prepared: _____

Requirement Information						Relationship Traceability		
ID	Requirement	Source	Priority	Category	Business Objective	Deliverable	Verification	Validat

Document Element	Description
ID	Enter a unique requirement identifier.
Requirement	Document the condition or capability that must be met by the project or be present in the product, service, or result to satisfy a need or expectation of a stakeholder.
Source	The stakeholder that identified the requirement.
Category	Categorize the requirement. Categories can include functional, nonfunctional, maintainability, security, etc.
Priority	Prioritize the requirement category, for example Level 1, Level 2, etc., or must have, should have, or nice to have.
Business objective	List the business objective as identified in the charter or business case that is met by fulfilling the requirement.
Deliverable	Identify the deliverable that is associated with the requirement.
Verification	Describe the metric that is used to measure the satisfaction of the requirement.
Validation	Describe the technique that will be used to validate that the requirement meets the stakeholder needs.

2.4 Work Scope

Now that you understand the specific software components that your team is planning to develop progressively to complete the software, the next planning action is to define, configure and link the development and operational aspects of SDLC activities and their task breakdown (referred as work breakdown structures or WBS). Some of the WBS need to be at least 4 levels deep. Your coaches will advise you which ones.

State & justify the SDLC/DevOps approach you have chosen.

You will need to present a visual and numbered tree structure of this WBS model *Note 2 (OR an indent numbered list) with some appropriate and condensed explanatory text. Clearly annotate/display the control milestones you indicated earlier.

State what scope information is needed in the scheduling of the WBS activities.

2.5 Scope Estimation Accuracy

Predict how accurate your product and work planning details are likely to be (give a % score) and justify why you gave that specific score.

2.6 Project Change Management System

Provide a diagram of a project wide change management process system you need to put in place, clearly showing the inputs required and the nature of outputs and providing an example template of a change request.

Specifically, explain how this process would work, if the end-users decided to change the scope of a project during execution.

Given an example to illustrate your explanation. In your example give 2 different risks which create scope creep,, supported by cited descriptions,

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section.

3. Schedule Management Plan

3.1 Planning Assumptions
[Self-explanatory]

3.2 Planning Methods & Techniques
[Self-explanatory]

3.3 Schedule Dependency (PERT) Diagram
Explain the PM purpose of your PERT Network diagram and then introduce it visually.

3.4 Schedule Timelines
GANTT Chart Overview & Attachment

You are required to present a meaningful **high-level visual format** of GANTT chart[1]. The original MS project file must be provided as an attachment to your report, or as a separate file in your submission. If needed use landscape paging in your report.

A high-level **summarised** GANTT chart must be provided that is easily readable, yet also meaningful and comprehensive. It must show key milestones indicating software components delivered and completed major activities. The GANTT chart should be titled appropriately as a baseline and including version number.

You must support the GANTT chart by relevant and concise text descriptions.

Make sure the reporting level of your GANTT chart is rolled up appropriately; is sufficiently comprehensive and easy to read; and refers to an attached MS project file for accessing all the scheduling details.

Marks will be significantly penalised for (a) no MS project attachment and (b) to a lesser extent, poor diagram construct and a missing or lacking overview description.

3.5 Critical Path Discussions
Define what is meant by Critical Path and explain how it is used in PM work.

Extract the critical path in MS Project and redraw for easy viewing. You may have to trial and error rolling up your schedule to extract a pragmatic display of your schedule's critical path. If MS Project does not display a meaningful critical path, you will need to explain why you cannot include a view in your report.

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[1] You are expected to use MS project software to develop the schedule and provide high level visual reports for insertion in your project plan.

We recommend that you do no use forward and backward pass method, without a clear understanding and therefore written explanation what these calculation steps mean. Using this calculation method also may alleged that you are likely copying from past papers without aligning what was taught in class. We taught students how to derive critical path from MS Project and read what this diagram means in the context of your WBS and schedule management goal.

3.6 Schedule Estimation Accuracy

State your prediction for how accurate your schedule planning details are (give a % score) and justify why you gave that specific score.

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section - **you need to include what schedule info is needed for budgeting.**

4. Budget Management Plan

4.1 Planning Assumptions

State all the costing assumptions, constraints and dependencies you have used, including in a table: the unit labour charge-out rates for all members of your team (use the format below to document this assumption); other non-labour expenditures you would incur e.g. hardware and software costs[2], rental, utility bills, accommodation, catering for working-lunches, car parking, taxi/uber vouchers, etc.

Position Title -	Experience Level	Metric	Metric
e.g. Developer	Senior	$1,000	Per man day
User Journey Analyst	Intermediate	$60	Per man hour

4.2 Costing methods & techniques

Self-explanatory

4.3 Budget Overview

Present a spreadsheet summary overview of your Total Budget breakdown (including resource (accuracy & risk contingent provisions) by expenditure categories.

4.4 Budget By Time Period View(s)

Present a spreadsheet table of your Budget breakdown views by your chosen time-periods and showing accumulative totals across expenditure items (rows) and time-periods (columns) and a grand total row (of which the totals should reconcile with the total budget plan presented earlier. Remember to show that your project's resource cost calculations can be reconciled with project labour estimates and procurement expenses factored into your Gantt chart.

4.5 Budget Estimation Accuracy

The accuracy of your budget is influenced by two factors – estimation accuracy and provision for the cost of risk management. Indicate (with a % score) and justify the accuracy of your budget model. (Hint: do not forget to consider the implications of your scope and schedule accuracy scores which

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[2] You also need to provide a schedule when you need to have the resources acquired, so that your budget time-period reflects when these expenses are incurred. You may also want to use this schedule to add high level purchasing activities in your Project WBS specification and schedule plans.

would influence your judgement of budget estimation. Another factor influencing your budget estimation is the accuracy of your risk management plan).

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section.

5. Risk Management Plan

5.1 Planning Assumptions

Include in your planning assumptions, constraints & dependencies, the different definition of risks and issues and explain why you need to differentiate the two concepts during risk management.

5.2 Risk Management Methodology

You need to describe the process of how project risks are identified; how they are rated; how risk response strategies are formulated and delegated for implementation; and the live monitoring and control of the impacts of eventuating risks/issues. Mentioning the specific methods, e.g. PESTLE is also recommended.

5.3 Risk Assessment (Severity Findings)

You need to understand what risk severity is and how it is calculated and presented, to communicate this planning information

Firstly, summarise all the risks that you have identified (about 5-7 risks that are from different PESTLE perspectives), and discuss their impacts. Secondly, present the calculated variables and the resulting severity rankings. We recommend you use a graphic organiser to present this information, to ensure ease of reading and comprehension.

5.4 Risk Response & Risk Managers Delegation

Some risks can be prevented, and all risks can be mitigated (NB: mitigation is the containment of the impacts should they occur). You need to apply risk management thinking, based on researching some examples and providing supporting explanations/descriptions that underpin the formulation of your own risk responses.

Then you need to think about who in your team will play the roles of project risk managers. These risk managers will help monitor and mitigate risk occurrences by checking and updating a live risk register dashboard that you can assume is available from the project client free of charge. Use the table below to coordinate the delegation and sharing of risk management duties.

Risk Manager's Name	Risks ID & Short Description	Risk Mgt Role and Responsibility	Risk Management Availability (%)	Contact Details

5.5 Risk Register Dashboard

This risk register defines all the risk data elements for which you need to have oversight for live risk monitoring risk occurrences and controlling of impacts. Risk monitoring and response responsibilities

will be delegated to several risk managers. For example, a Risk Monitoring Dashboard may look like this:
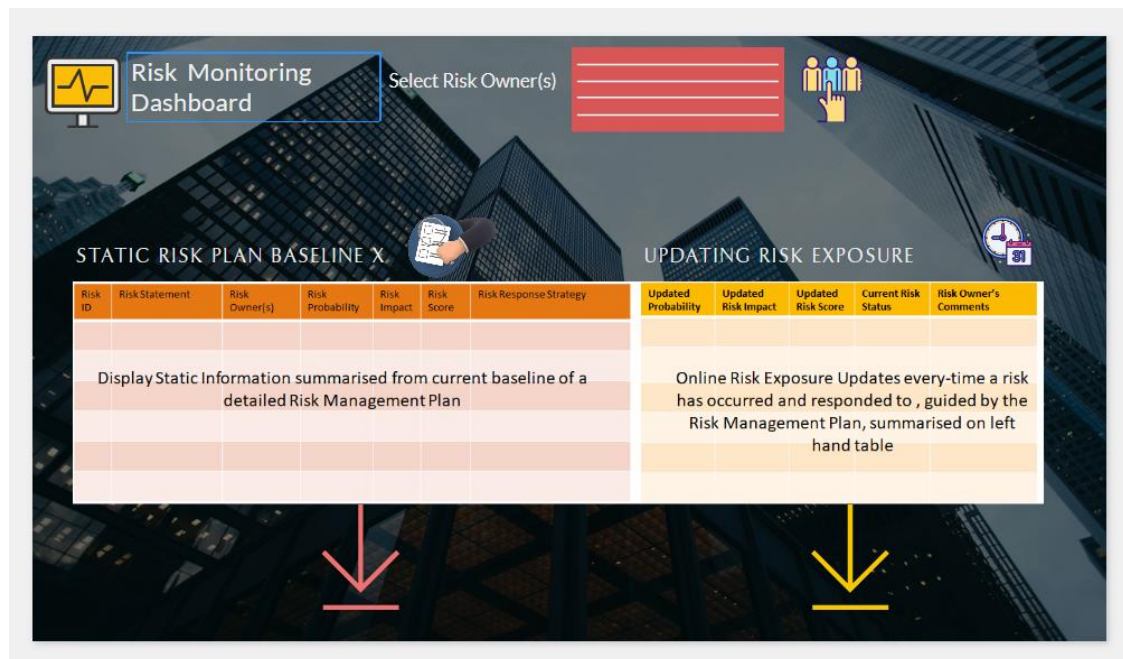
Use the following template to specify your risk register requirements for developing a future risk detection dashboard design. Some of the detailed risk management plan information you provided earlier would have to be appropriately summarised (without losing key contexts) in the dashboard view. When a risk occurs, the responsible risk owner will activate the pre-determined response. The response may continue to result in an active or a deactivated risk status. If it continues to be active its risk probability, impact and score may change as a result of taking the planned response. Use the yellow table to stimulate changes to the project's risk exposures when your identified risks do occur the very first time. Make sure the summarised information is also easily reconcilable (matching) with the fuller details you developed earlier.

	Risk Management Plan Summary						Risk Occurrence Management					
Risk ID	Risk Statement	Risk Owner	Risk Probability	Risk Impact	Risk Score	Risk Response Strategy	Revised Risk Probability	Revised Risk Impact	Revised Risk Score	Risk Response Actions	Risk Status	Comments

You need to colour code the risk register, including showing a legend explaining the colour coding.

Explain how this risk register would be used by you and your team of risk managers during project execution.

5.6 Risk Management Cost Estimation

Indicate the accuracy of your risk planning. Estimate an overall $ amount to execute your risk management plan and include this risk management provision in your budget reserve.

Section Summary: A short paragraph summarising the key highlights, which will be recommunicated but succinctly condensed in the executive summary and this report concluding summary of planning highlights. Ending with a sentence linking to the next section.

6. Project Planning Conclusion

Identify and summarise the key output-highlights of both the Assignment 2 and 3 sub-plans in your project plan. Describe what the target readers can do with that information and prompt the next steps that will follow the submission of this project plan to the client.

(NB: the above information should be further and concisely summarised and communicated in the executive summary.)

7. Reference List (APA)[3]

At least 20 references in APA style. Less than 20 references will attract the most 50 marks for this assessment criterion.

8. Appendices (optional).

NOTE: In marking guide the academic conventions, which include referencing and language quality - worth 5% in total.

[3] You can use exclusively either MS Word APA, or Monash APA or Endnote APA. No mixed standards.

How to read your Employability Skills Competency Level:

Assignment 2-3 give you hands-on learning to develop the following employability skills:

1. Apply literature research and critical reading methods
2. Apply the appropriate PM concepts and critical thinking methods to solve the given case' project problem;
3. Apply management reporting writing skills to communicate how you develop and conclude the PM oriented solution.

Your submission is assessed by different project management assessment criteria that are provided as writing instructions in the **Report Template** document. Hence, if your overall grade of the raw score given (excluding group participation adjusted score) is:

- N (under 50) - this means your collective employability skills are significantly weak
- C (60-69) – this means your collective employability skills are emerging to early developing level range
- D (70-79) – this means your collective employability skills are at developing level range
- HD (80 – 100)– this means your collective employability skills are at advance level range
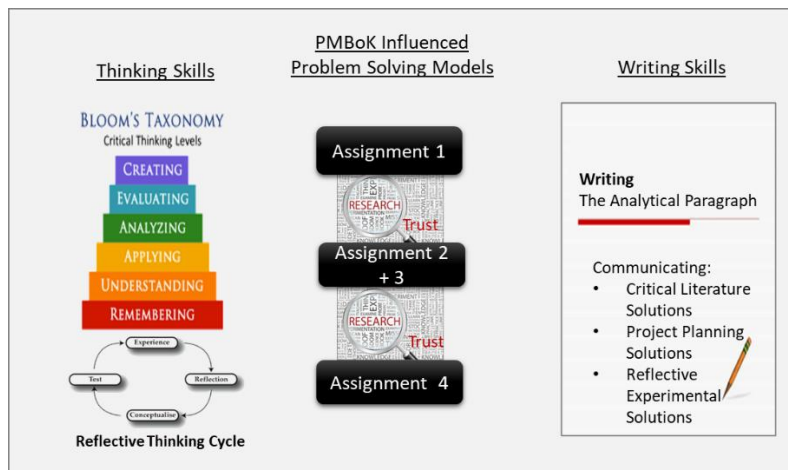
15% of Assignment 2 or 3 will be assessed based on your team's performance in collaborative teamplay, validated by your timely MS Team traceable contributions and your supervisor's observations of each member's individual abilities and behaviours towards:

- building positive team relationships, including conflict resolution;
- achieving the assignment-task collaboratively and timely;
- communicating with peers and supervisors in timely, efficient and value adding manners
- taking shared ownership with others to efficiently and effectively manage/report Assignment 2/3's weekly work progress and issues management.