

## FIT5057 Project Management

### Semester 2, 2024

### Assignment Two – Team Assignment

#### Due Dates:

- **Group submission (5%): Team Charter.** There is a single Team Charter for each team, and one team member submits the file via Moodle as a team, and all the other team members must confirm the student statement in Moodle before the deadline: **Week 6, 23.55 Monday 26 August 2024.**
- **Individual submission (75%):** submit everything else as an individual via Moodle before the deadline: **Week 10, 23.55 Monday, 30 September 2024.**
- **Group demonstration (20%):** Each team will work collaboratively on Deliverable 3 and conduct a team demonstration in their designated applied classes: **During weeks 7 and 8 of the teaching period.**
- **Optional task - Engagement task.** This task will attract **up to 5** additional marks if you deliver a research-based presentation of up to 5 minutes in one of the unit workshops or applied classes on selected topics. Conditions apply.

**Value:** 50% of overall unit assessment

**Mode of Submission:** Online via Moodle

#### LEARNING OBJECTIVES

The aim of this assignment is to provide students with the opportunity (working as a team and as an individual) 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 Project Performance Domains
- Working in a team.

#### SPECIFICATION AND DELIVERABLES

This assignment is based on the requirements of the *NexaForge Studios*. Student teams undertaking the assignment are to play the role of project managers within an IT consultancy that NexaForge Studios has contracted to undertake a portfolio of projects that are intended to extend sales and bring in new customers (see below).

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

While the assignment requires the team to work together and support each other to plan the delivery of these projects, each team member will be responsible for one project. The project could be the one they proposed in their Assignment 1 or, could be a new topic if the students prefer to change their topic. The individual component of the assignment will be assessed based on the work submitted in Assignment 2 and not what was proposed in Assignment 1.

#### SUBMISSION INSTRUCTIONS

1. The workshop topics will address different components of the assignment and you should actively participate and engage in the classes, discuss and work on these as a team. Where required, present your progress to the tutor, who will provide support and advice.

2. There are two written submissions:
  - a. Group submission (Team Charter) due Week 6 (Monday 26 August, 11:55 PM).
  - b. Individual submission (all deliverables) due Week 10 (Monday 30 September 2024, 11:55 PM).
3. Submissions (group and individual) must take the form of **a single** PDF document.
  - a. Group submission should be named: <<A2>>\_<<Group #>>.pdf.
  - b. Individual submission should be named: <<A2>>\_<<Group #>>\_<<Student ID>>.pdf.
    - <<A2>> is Assignment 2.
    - <<Group #>> is the group number that will be assigned to your group when you enrol yourself in groups through the Moodle portal.
    - <<Student ID>> is your unique Monash University student number.
    - For example, a file name could be A2\_0301\_12345678.pdf, where the group number is '0301' and the student ID is '12345678'.

### DEMONSTRATION INSTRUCTIONS

1. Each team is required to demonstrate one Gantt chart (Deliverable 3, task 3.4) developed by one of the team members, together with a reflective review of the team's collaborative approach in developing work breakdown structures and Gantt charts, to their tutors during **their allocated applied classes** that occur in weeks 7 to 8.
2. Your tutors will book a time for your team's demonstration and communicate the time to you.
3. All team members are expected to be present during demonstrations however, due to the time constraints, only one team member should conduct the demonstration.
4. You will receive verbal feedback on your demonstration and your assessment is entirely based on the demonstration.
5. You **cannot** request extensions for the demonstration tasks.

### PLAGIARISM DECLARATION

When uploading 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 will not be able to submit your assignment electronically and your assignment will **NOT** be assessed.

**NOTE:** Marks may be deducted for any paragraphs or tables containing text which have been inserted into the document as screenshots or images. Any sections created in another word document or spreadsheet must be copied and pasted as text, (with the exception of the Gantt Chart, Risk Register and Stakeholder Registers).

### GENERATIVE AI

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](#)).

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.*

## 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 5 percent of the available marks in that task. A further penalty of 5 percent of the available marks will be applied for each additional day (24-hour period), or part thereof, the assessment task is overdue.
2. Assignments submitted more than seven days after the due date will not be marked.
3. If you cannot complete an assessment (due to exceptional circumstances beyond your control), you may be eligible for a short extension or special consideration. A short extension is two calendar days and is available once for each eligible assessment. The first short extension for a unit will be granted without a reason given. All subsequent extensions require a reason when the application is submitted. Special consideration is a longer extension (for more than two days). Eligible students must supply a reason and supporting documentation.
4. 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 TEAMS

### WHAT IS A TEAM PROJECT?

A “Team Project” is NOT the same as a traditional “Group Project”.

In a “Team Project” the members of a team work on closely related problems (in this case projects within a portfolio of maximum 4 projects). Students submit some work as a team, in this case, (a) the “Team Charter”. Students also submit other work as an individual, in this case, (b) the “Main Submission” (that is, all other components of the assignment).

Even though the “Main Submission” is an individual piece of work, you are expected to work alongside the other members of your team in the unit’s applied sessions as a number of elements of the individual “Main submission” depend upon decisions that you make collectively as a team (e.g. how to navigate your projects towards the success of your portfolio).

If, after reading the above, you are still unclear about the difference between a “Team Project” and a traditional “Group Project” then contact your tutor and/or Chief Examiner ([roisin.mcnaney@monash.edu](mailto:roisin.mcnaney@monash.edu)).

This assignment requires a collaborative effort by a team of students and includes both a team submission and an individual submission. Students must form their teams (from attendees of the same tutorial/applied learning session) and elect a team leader to support the coordination of activities. Students should form their teams in Week 4-5 applied class (no later than Week 6). Once confirmed, no change of team members is permitted without prior approval from the FIT5057 Chief Examiner (Dr. Roisin McNaney). Students should form teams of 4 (if possible) or teams of 3 (if 4 is not possible, discuss with your tutor if this is the case). If you form a team of 3 people then you will still need to assume that you are splitting any budget and resources (if relevant) between 4 individual projects (with the 4th project being a ‘future endeavour’).

## Context and Background

### YOUR TEAM

You work in 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. The projects that you plan and manage are implemented by a combination of the client's staff and external contractors that you source through the IT Contractor Rates Guide by HAYS ([See the file uploaded to Moodle](#)).

In **phase 2 of the project**, your client has reviewed the submitted business cases (project proposals) and shortlisted the 4 best proposals. You, as the project manager of one of the successful proposals, are now asked to join forces with up to 3 other successful project managers and form a team to work towards achieving portfolio objectives in Assignments 2. Some of you have already formed a team during phase 1 (assignment 1). You will continue to collaborate with your teams.

\* If you do not have a team at this stage please speak to your tutor.

### THE CLIENT<sup>1</sup>

**NexaForge Studios** is a market leader in the Double-A gaming industry. NexaForge specialises in crafting mid-market video games that blend professional development expertise with the creative spirit of indie studios. Their titles resonate with a broad audience, striking a balance between innovation and accessibility. NexaForge's clients comprise a diverse audience of gamers. They cater to console enthusiasts, PC players, and mobile gamers. Their mid-market games resonate with those seeking engaging experiences beyond AAA blockbusters. NexaForge holds a significant market share in the Double-A gaming segment. Their focus on quality, innovation, and accessible gameplay sets them apart from their competitors including other Double-A studios, indie developers, and some larger non-indie studios. NexaForge competes by delivering polished experiences without the extensive budgets of AAA titles.

Their current annual revenue currently stands at an impressive \$120 million. With their strategic push into new markets, they anticipate further growth. Senior management is expecting a 17% increase over the next 3 years. Through innovation and expansion to their game offerings. A diversified portfolio attracts different player demographics and opens new revenue streams. Recognising the importance of player retention, they set another KPI to increase their active users over the same period. They expect their user retention to increase: (i) Day 1 Retention (D1) – players who continue playing after the first day increase from the current 30% to 45%; (ii) Day 7 Retention (D7) – players who continue playing after the first week to increase from the current 12% to 30%; and (iii) Three-Month Retention (M3) – players whose interests are sustained over three months to change the current 8% to 16%.

### THE CONTRACT

After the recent commercial success of their latest games, NexaForge executives have announced the creation of a portfolio package of up to 4 projects to extend sales and bring in new customers. They have dedicated a budget of \$4.5M to spend on **a portfolio of up to four projects** to enter new markets and achieve their strategic goals of increasing revenue and increasing player retention.

Some technology aspects of the project, such as providing infrastructure and integrating the product into NexaForge's platforms, are to be implemented by their in-house team of experts. However, all the remaining costs for the projects, and any profit that your partnership intends to make, must come out of the \$4.5M budget.

Note that the \$4.5M budget is for the entire portfolio of up to 4 projects and not just the one project you are proposing and therefore, it is important to budget carefully where all expected costs and expenses are justified and there are considerations for other potential projects in the portfolio. The portfolio of projects must be completed within **3 years** of the contract start date. Your client did not specify the expected schedule for each individual project proposal; however, they expect the schedule, budget and scope of work

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<sup>1</sup> Assistive and generative AI was employed to create this narrative.

(requirements, deliverables, delivery approach and cadence) to be balanced and feasible.

## THE SUGGESTED PROJECTS

**You can continue working on your proposed project from Assignment 1. However, if for any reason you prefer to change your topic, feel free to do so. You could choose one of the suggested projects. The assessment of your submission will not be affected if you choose one of the suggested projects or change your topic from Assignment 1.**

**Note: If you and a colleague in your team have previously chosen the same topics for Assignment 1, one (or both) of you are required to change their topic for Assignment 2.**

### Project 1: Eidolon's Veil

Eidolon's Veil has a Surreal exploration and puzzle adventure genre that transports players to a dreamlike dimension where reality blurs with imagination. They awaken in a mysterious, shifting world: a place of forgotten memories, cryptic symbols, and hidden truths. The protagonist can transform into different forms—a shadow, a wisp of light, or even an ancient tree. Each form grants unique abilities. It includes symbolic puzzle solving by deciphering ancient glyphs, manipulating light and shadow, and altering the environment. The emotional explorations uncover fragments of memories tied to love, loss, and identity. Its visual style is hand-painted landscapes that transition seamlessly between reality and abstraction.

Useful references:

- Gris: For its emotional impact, artistic visuals, and symbolic storytelling.
- Journey: A poetic adventure emphasizing exploration and minimalistic narrative.

### Project 2: Cipher Protocol

Cipher Protocol is in a Cyberpunk stealth-action genre and drops players into a dystopian metropolis ruled by mega-corporations. As a rogue hacker, they infiltrate secure facilities, manipulate surveillance systems, and expose dark secrets. The Dynamic Level Design enables Vertical exploration: climb skyscrapers, crawl through maintenance tunnels, and hack security drones. It has a morally complex story that includes choices that impact the city's balance of power—corporate overlords, rebel factions, or anarchy.

Useful references:

- Deus Ex: Human Revolution: A cyberpunk-themed game known for its intricate level design, stealth mechanics, and player choices.
- Watch Dogs: Legion: Another cyberpunk-inspired title with hacking, open-world exploration, and a morally complex narrative.

### Project 3: Retro Rivals

Retro Rivals has an arcade racing revival genre and has Nostalgic Vibes. Retro Rivals taps into the '80s arcade racing nostalgia. Players choose classic cars—sleek muscle cars, neon-lit speedsters, and quirky go-karts. Its aesthetics are vibrant, retro visuals reminiscent of arcade cabinets and has an electrifying synthwave soundtrack. Tracks pulse with synthwave energy and has time attack challenges e.g. beat ghost cars, set records, and unlock hidden shortcuts.

Useful references:

- Horizon Chase Turbo: A modern take on classic arcade racing, complete with pixel art aesthetics and an '80s vibe.
- OutRun: The iconic arcade racer that set the standard for high-speed, checkpoint-based gameplay.

#### Project 4: Stellar Nexus

Stellar Nexus is a Galactic Odyssey following a Sci-fi exploration adventure genre. It invites players to captain their starship and explore a procedurally generated galaxy. Each star system holds secrets—ancient ruins, alien artefacts, and cosmic anomalies. Players can land on planets, engage in diplomacy with alien civilisations, and uncover lost technologies. Key features of this game are non-linear exploration where players follow their instincts, artistic visuals (hand-painted environments), and emotional storytelling that unravel personal narratives hidden within dreams. The game doesn't rely on a linear narrative. Instead, players encounter dynamic events, forge alliances, and influence the galactic balance. Players' decisions on diplomacy, trade, or conflict shape the galaxy's fate.

Useful references:

- No Man's Sky: For its vast, procedurally generated universe and exploration mechanics.
- Elite Dangerous: A space sim with realistic physics, trading, and exploration.

#### ASSIGNMENT TASKS

To formulate a successful portfolio, your team and you (as a project manager for your individual project) will complete the following deliverables<sup>2</sup> following a predictive (waterfall) approach. Discussion of the Team Charter and the deliverables will be the focus of Workshops and Applied Sessions in weeks 5 to 9 of the semester<sup>3</sup>:

- Team Charter [*Relevant content: workshop 4; applied 5*]
- Deliverable 1: Project Initiation [*Relevant content: workshop 5*]
- Deliverable 2: Project Scope Management [*Relevant content: workshop 5; applied 6*]
- Deliverable 3: Project Work Breakdown Structure and Project Schedule Management [*Relevant content: workshop 5; workshop 6; applied 5; applied 6*]
- Deliverable 4: Project Cost Management [*Relevant content: workshop 2; workshop 6; applied 7*]
- Deliverable 5: Project Risk Management [*Relevant content: workshop 3; workshop 7; applied 8*]
- Deliverable 6: Project Quality Management [*Relevant content: workshop 4; workshop 6; applied 7*]
- Deliverable 7: Project Stakeholder and Communication Management [*Relevant content: workshop 2; workshop 7; applied 8*]

**Please note that here is a writing guide available in the assignment folder in Moodle which contains a range of relevant templates that you can use to structure your report.**

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<sup>2</sup> Note: Your work in each deliverable may influence the decisions you made in previous deliverables. Be prepared to revisit previous deliverables if necessary.

<sup>3</sup> Some topics were briefly discussed during weeks 1 - 4 of the teaching period. There may be some slight variation in the weekly content following the weekly feedback collected.



## TEAM CHARTER

**Submit: Week 6, 23.55 Monday 26 August 2024**

A [team charter template](#) is available for you to use for this task. Assignment teams have been primarily established since week 3, and the remaining teams will be established during week 5 applied classes. After establishing a team, students should develop a team charter addressing their objectives, their approach to working as a team, their plans for communications and meetings, and their approach for conflict resolution (e.g., disagreements, team member absence, poor performance by team members) and what the team policy will be for open communication and collaboration to create a **high performing team**. The team leader should also be nominated in the charter (the team leader will later oversee the team's progress in Deliverable 3 and ensure the team's performance is on track). The charter should be prepared and signed by all team members and submitted using Moodle.

### Team Charter structure & criteria:

Task	Criteria	Weight
<b>Signed copy of the team charter</b>	A completed copy of the team charter <a href="#">template</a> , signed by all team members. One student on behalf of the team must upload the document to Moodle, but all team members must accept the student statement to submit the file.	5%

## DELIVERABLE 1: Project Initiation

**Task 1.** Develop a project charter for **your individual project** to include high level information, including objectives, resources and schedule.

\* Note that this is different to the team charter: A project charter is a document that formally recognises the existence of a project and provides direction on the project's objectives and management.

### Deliverable 1 structure & criteria:

Deliverable 1	Task	Criteria	Weight
<b>Project Initiation</b>	<b>Task 1</b>	A project charter for the project in the portfolio for which you are the project manager.	5%

## DELIVERABLE 2: Project Scope Management

Develop a comprehensive scope management plan for **your individual project**. This would provide the basis for all of your project decisions, estimations and assumptions. A clear and comprehensive scope could be easily and effectively communicated with the project team and other project stakeholders.

**Task 2.1** Develop a requirements traceability matrix (RTM) for your project. The RTM should include at least eight requirements, identifying whether it is functional or non-functional requirements. Include any assumptions made, requirement categories, sources and their latest status.

**Task 2.2** Develop a scope statement for your project; Make sure you address all criteria in the template provided and include:

- Your project's background, objectives, outcomes, scope and a minimum of **Five** high-level requirements. Include both functional and non-functional requirements (This should be more concise in comparison to your business case in assignment 1)
- A list of a minimum of three of your project's **deliverables** with descriptions for each listed deliverable. The description should include a minimum of **Three** significant requirements/characteristics of each deliverable and their source (e.g. identified by the customer, project manager, business objectives, etc.)
- List any relevant assumptions made in relation to the scope, deliverables and requirements.

### Deliverable 2 structure & criteria:

Deliverable 2	Task	Criteria	Weight
Project Scope Management	Task 2.1	Develop a requirements traceability matrix (RTM) for your project including at least eight requirements.	10%
	Task 2.2	Develop a project scope statement (< 500 words) that describes: <ul style="list-style-type: none"> <li>- The project background, objectives and outcomes.</li> <li>- The project scope and a minimum of five requirements.</li> <li>- A list and descriptions of at least three of the project deliverables followed by a minimum of three significant requirements/characteristics of each deliverable and their source.</li> </ul>	



### DELIVERABLE 3: Project Work Breakdown structure and Project Schedule Management

**Important note:** *This Deliverable includes a combination of individual and team work and its evaluation will take place within team demonstrations scheduled during your applied class in weeks 7 to 8. The marks awarded from your demonstration will constitute the final grade for this section. Without the demonstrations in the applied classes the maximum grade your submitted work could achieve is a Pass or equivalent to 50% of the task's available score.*

**Task 3.1 - Individual task:** Develop a work breakdown structure (WBS) for **your individual project** up to Level 3 or Level 4 (as appropriate) in a list or tabular format. The WBS should be consistent with the project charter and scope statement.

**Task 3.2 - Team task - Demonstration of the WBS:** Each student is required to demonstrate their work breakdown structure (WBS) to their Team. **Your tutors won't be directly evaluating this demonstration. However, the refined WBS resulting from your discussion with your teammates and incorporating peer feedback will serve as the foundation for creating the Gantt Chart in the upcoming task and demonstrations. Your team will also reflect on the internal demonstration and sharing and incorporating peer feedback.**

The task will be conducted through the following steps:

- a. You and your team should find a time to meet. The meeting time should suit all team members' schedules (this could be within your allocated applied class).
- b. The team leader would facilitate the meeting, making sure that all team members have equal opportunities to present their WBS for their individual projects.
- c. The team leader should make sure that each presentation is followed by constructive feedback to improve the work.
- d. All team members are expected to actively engage and collaborate in this task as it is the foundation of the rest of your assignments.
- e. The team may need to meet several times to share their WBS and exchange feedback.
- f. After demonstrating to your team members, receiving feedback and improving the quality of your work, each individual student is required to write a reflective summary of task 3.2 in their main report (body of the report). The reflection should be no longer than 100 words elaborating on their experience in creating and improving their WBS.
- g. Add your developed WBS and reflection to your report. In exceptional circumstances this document may be assessed independent of your demonstration so make sure that you submit a high-quality deliverable.

**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.

**Task 3.3 – Individual task:** Develop a Gantt chart for your individual project:

- a. Based on the scope, schedule and cost goals of your project, you should now develop a schedule management plan for your individual project.
- b. Your project plan should be consistent with your project charter and scope statements. Remember that the overall schedule for the portfolio is 3 years and your client did not specify the expected schedule for each project. It is your responsibility to develop a schedule that is achievable given the constraints of available resources, budget/cost and scope.
- c. Use ProjectLibre, MS Project or any other suitable software with the capability of depicting Gantt charts with milestones, precedence, duration and critical paths, to develop a Gantt chart and assign preliminary dependencies and sequences. Spreadsheets and/or other productivity software are not acceptable to use for this task.
- d. Identify at least three milestones for your project with justification for their timing and precedence. Use the SMART criteria to make sure the milestones are suitable for your project.
- e. Add the three milestones identified in the previous step to the Gantt chart in the correct presentation, and make sure the milestones have relevant dependencies. Note that milestones do not have durations.
- f. Write a clear and concise summary of your rationale for the task duration estimates, dependencies, milestones, and any other assumptions made. You will use this summary in task 3.4 step “b” and there is no need to include it in your written submission.

**Task 3.4 - Team task - Demonstration of the task:** This is a Team activity that requires your collective efforts and collaboration. **Your presentation <<to your tutor>> will take place during a pre-assigned time slot in either Week 7 or Week 8, with your tutor present to evaluate the demonstration.** Follow these steps:

- a. You and your team should find a time to meet and prepare for the demonstration. The meeting time should suit all team members’ schedules (this could be within your allocated applied class).
- b. The team leader would facilitate the meeting, making sure that all team members have equal opportunities to present their developed Gantt charts in task 3.3 and explain their rationale and justification in the process.
- c. The team leader should make sure that each presentation is followed by constructive feedback to improve the work.
- d. All team members are expected to actively engage and collaborate in this task. The team may need to meet several times to share their Gantt charts and exchange feedback.
- e. All team members should then collectively reflect on the process and what they have learned as a team. The reflection should explain how their project plans evolved through collaboration and feedback, the extent of change that was required, and what the team learned through the process and connecting theory and practice.
- f. The team would then nominate a representative to present their findings and reflections to their supervising tutors during the applied classes in weeks 7-8. Each demonstration can take **up to 7 minutes**. The presentation should be accompanied by a sample Gantt chart from one of the team members and examples of their justifications of the milestones and durations.

**Notes and instructions:**

- The demonstrations are conducted with strict timeframes. Your tutors would assign you a presentation window and communicate the time to you.
- All team members are expected to be present during demonstrations. If a member is absent for unforeseen circumstances but the team members could confirm their collaboration, the entire team would receive the same assessment. However, team members who fail to attend the demonstration without valid reasons and/or fail to contribute to the collaboration and teamwork will not be eligible to receive marks for demonstration.
- You **can not** request extensions for the demonstration tasks.
- Each demonstration can take **up to 7 minutes**. If you have questions to ask or require feedback, you would need to wait until all students have finished their demonstrations. Alternatively, you could attend a consultation session for questions and support.
- The demonstration should address these criteria:

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- Does the Gantt chart accurately depict tasks, dependencies, durations, and milestones? Is it logical and feasible?
  - How well did the team representative justify their task durations, dependencies and milestones?
  - How effectively did the team work together, share feedback, and support each other during the demonstration?
  - Does the team's reflection demonstrate a deep understanding of the project management processes and lessons learned?
  - Was the presentation clear, well-organised, and finished within the allocated time?
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**Submission of the task:** Each individual student is required to include one screenshot of the overall Gantt chart in the main report (body of the report) that shows the tasks descriptions, timeline, flow of the tasks, dependencies, and milestones. In exceptional circumstances, this part of the report may be assessed independent of your demonstration and therefore, a high-quality deliverable is expected from everyone.

**Important notes:**

- The marks awarded from your demonstration will constitute the final grade for this section. Without the demonstrations in the applied classes the maximum grade your submitted work could achieve is a Pass or equivalent to 50% of the task's available score.
- The written component will be assessed only if your demonstration does not receive a Pass grade, the records indicate insufficient evidence presented, or any other exceptional circumstances.

**Deliverable 3 structure & criteria:**

Deliverable 3	Task	Criteria	Weight
<b>Project Work Breakdown Structure</b>	<b>Task 3.1 Task 3.2</b>	Develop a work breakdown structure (WBS) up to Level 3 or Level 4 (as appropriate) that is <ul style="list-style-type: none"> <li>- in list or tabular format;</li> <li>- consistent with the project charter and scope statement;</li> <li>- demonstrated to the team; and</li> <li>- improved/redesigned/finalised the WBS, preparing it for the Gantt chart in task 3.3.</li> <li>- a short reflection (&lt;100 words) elaborating on your experience in creating and improving their WBS</li> </ul>	25%
	<b>Task 3.3</b>	Individual task comprising: <ul style="list-style-type: none"> <li>- a Gantt chart for your individual project using ProjectLibre, MS Project or any other suitable software to develop a Gantt chart.</li> <li>- Three milestones that are justifiable using the SMART criteria and included in the Gantt chart.</li> <li>- Each individual project (lead by individual students) should have a clear screenshot of their WBS included in their report.</li> </ul>	
<b>Project Schedule Management</b>	<b>Task 3.4</b>	Team task comprising <ul style="list-style-type: none"> <li>- A presentation of the team representative reporting on the group reflection</li> <li>- The reflection should include what the team has learned throughout the process. The reflection should explain how their project plans evolved through collaboration and feedback, the extent of change that was required, and what the team learned through the process and connecting theory and practice.</li> <li>- The presentation should be accompanied by a sample Gantt chart from one of the team members and examples of their justifications of the milestones and durations.</li> </ul>	

#### DELIVERABLE 4: Project Cost Management

Refine your existing cost estimates (from the project charter in Deliverable 1 and/or the business case developed in your Assignment 1) and

**Task 4.1** Develop a one-page<sup>4</sup> cost model for your individual project; Consider which cost estimation methods are most suitable e.g. analogous estimating, parametric estimating, bottom-up estimating, or a combination of methods. You can reflect on the approach you follow in your Task 4.3 write up.

**Task 4.2** Develop a cost baseline for your individual project. Your cost baseline should indicate the expectations of expenditure over the project life cycle.

**Task 4.3** Prepare and write up your assumptions and references for developing the cost model and cost baseline:

- a. Use the WBS developed in the previous deliverable for the cost estimation.
- b. Use the hourly rates from contractors you have identified from the contractor Rates Guide by HAYS (include any other rates and their source if you used any).
- c. Contingency reserves will be estimated at 20% of the total estimate.
- d. The total estimate should be below the budget agreed on in your project charter (Deliverable 1).

#### Deliverable 4 structure & criteria:

Deliverable 4	Task	Criteria	Weight
Project Cost Management	Task 4.1	A good and reasonable one-page cost model for the project.	10%
	Task 4.2	A good and reasonable one-page cost baseline for the project.	
	Task 4.3	A summary of the main assumptions underpinning the cost model and a brief justification of each (< 450 words)	

#### DELIVERABLE 5: Project Risk Management

Create a comprehensive risk management plan for your project.

**Task 5.1** Develop a complete risk register.

- i. Identify three potential risks for your project (two negative risks and one positive risk).
- ii. Only include the risks that would impact on the success of your project or the portfolio you work in.
- iii. Determine and discuss a high-level response strategy for each of the risks identified. The response strategy should be suitable for the risks identified.

**Task 5.2** Write a rationale for how you determine the probability and impact for each of the identified risks in task 5.1 (< 300 words in total).

**Task 5.3** Plot all the risks identified in Task 5.1 on a probability/impact matrix and analyse the application of the matrix for management and decision making. The analysis should have a clear and informative conclusion of the analysis and the matrix presented, which could contribute to the client's decision making in risk management.

<sup>4</sup> Consider an A4 page size!

**Deliverable 5 structure & criteria:**

Deliverable 5	Task	Criteria	Weight
<b>Project Risk Management</b>	<b>Task 5.1</b>	A complete risk register for the project to include three potential risks. Identify high level response strategies in the risk register.	15%
	<b>Task 5.2</b>	Write a rationale for how you determine the probability and impact for each of the risks in Task 5.1 (< 300 words)	
	<b>Task 5.3</b>	A probability and impact matrix; and analysis of what it entails for management and decision making and its contribution/application to client's decision making in risk management (<200 words)	

**DELIVERABLE 6: Project Quality Management**

**Task 6.1** Develop a list of two quality standards/requirements that meet the stakeholder expectations and requirements described in the portfolio introduction. You can use the quality requirements developed in your scope statement (Deliverable 2: Project Scope Management) or your business case (Assignment 1).

- a. Provide a brief description of each quality 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 rate the information from the app as useful.
- b. You can make justified assumptions.
  - For example, you can assume 95% is an acceptable lower threshold rate for any requirement that needs 100%. 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.

**Task 6.2** Determine your metrics and how you will measure progress on meeting those standards/requirements identified in Task 6.1. 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 6 structure & criteria:**

Deliverable 6	Task	Criteria	Weight
<b>Project Quality Management</b>  Word limit is "< 500 words" for the entire quality management plan	<b>Task 6.1</b>	A list of two quality standards/requirements that meet the stakeholder expectations and portfolio requirements. <ul style="list-style-type: none"> <li>- Provide a brief description of each standard/requirement.</li> <li>- List your assumptions.</li> </ul>	10%
	<b>Task 6.2</b>	Determine your metrics and how you will measure progress on meeting the two quality standards/requirements identified in Task 6.1.	

## DELIVERABLE 7: Project Stakeholder and Communication Management

**Task 7.1** Prepare a stakeholder register using the information available in the introduction of the client and the contract. You may conduct further research or make assumptions as and when needed. Include at least eight stakeholders in your stakeholder register. Address the communication requirements for each stakeholder

**Task 7.2** A stakeholder management and engagement plan focusing on two key stakeholders who are not on the project team. Be creative in developing potential management strategies. Your management and engagement plans should outline how your team plans to manage the goals and expectations of the two identified key stakeholders during the project lifecycle.

### Deliverable 7 structure & criteria:

Deliverable 7	Task	Criteria	Weight
<b>Project Stakeholder and Communication Management</b>	<b>Task 7.1</b>	Prepare a stakeholder register including at least 8 major stakeholders	10%
	<b>Task 7.2</b>	Create a stakeholder management and engagement strategy for the project focusing on two stakeholders from the stakeholder register (Task 7.1) who <u>are not on the project team</u> .	

### Completeness and correctness of statements; clarity of expressions (weight 5%)

The individual report should contain clearly structured information that is focused on identifying and addressing all requirements of the deliverable with clear supporting information. The report should be well presented and include key elements of a succinct report such as a title or cover page, a table of contents, page numbers, appendices (if applicable), etc.

All sections of the report and the analyses and discussions are expected to demonstrate originality, creativity, and sophisticated thinking. The statements show an excellent understanding of the foundation of the unit and a strong capability to transform the theories into intellectual contributions.

### Use of references (weight 5%)

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 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> )

### ENGAGEMENT TASKS - OPTIONAL - that will attract up to 5 additional marks

Students are encouraged to deliver a research-based presentation of up to 5 minutes in one of our workshops in weeks six to nine of the semester. You could select one of the topics listed below or come up with your own topics that are relevant to the unit. You are required to utilise at least three academic references to develop the content of your presentation and share your slides with the workshop leads at least a week before



your preferred presentation time. The workshop lead would review the content and provide feedback to help you enhance your real-time presentation. IF the workshop schedule will not allow you to include your presentation, your presentation will be scheduled during your applied class.

Engaging in these tasks is **not** obligatory for the fulfillment of Assignment 2; however, your active participation will be acknowledged and incentivised through a potential reward of **up to 5** additional marks. Your commitment to these supplementary tasks will be appreciated and reflected in your overall assessment. As a second incentive, you could add your experience to your Resume/CV/LinkedIn profile as a “guest lecture” in FIT5057 and the teaching team would be your reference!

Recommended topics:

1. Use of Artificial Intelligence (AI) in project management
2. Cultural sensitivities in project management
3. Equality and inclusion in managing projects
4. DevOps project management

**Conditions strictly apply:**

1. The engagement marks would only be granted upon the condition that the student attains a minimum "Pass" mark, equivalent to 50% or more of the total marks available for their individual submission (Deliverables 1-8).
2. The presentations will only be considered if conducted within the specified timeframe in one of the unit workshops or applied classes, which is from Monday August 26<sup>th</sup> 2024 to Friday September 20<sup>th</sup> 2024 (Weeks 6 to 9 of the semester).
1. Use this link to schedule your presentation and share your slides for review:  
<https://forms.gle/Pa6gsBLcmcML9Xff7>