



## SBM1201 Project Management Fundamentals 3 (Project scope, time and cost management)

<i>UOS CODE</i> SBM1201	<i>UOS NAME</i> Project Management Fundamentals 2			<i>CREDIT POINTS</i> 6	<i>STATUS</i> Core
<i>SUMMARY</i>	<p>This unit of study focuses on 3 core project/program management knowledge and competency areas, namely (1) project scope and change management; (2) project time management; and (3) project cost planning and management. The aims are to develop basic project management competency with focus on these core areas, in accordance with A Guide to Project Management Body of Knowledge (PMBOK™), NSCPM, IPMA International Competence Base, P2M, Project and Program Management for Enterprise Innovation, PMCC, Japan and ISO10006. In short, students are to develop fundamental knowledge and competency with respect to:</p> <ul style="list-style-type: none"> <li>• Project scope planning, evaluation and change management</li> <li>• Project time planning, scheduling and progress management</li> <li>• Project cost estimating, budgeting and financial management</li> </ul> <p>With respect to project scope and change management the focus will not only be on project elements and deliverables in each phase but more importantly on alignment of project deliverables and outcomes with strategic intent and project/program business case or goals and constraints. Relevant processes, tools and techniques (such as work breakdown structure) for scope management will also be studied as the student will need to apply the same to their team case project. Adoption of a system's approach for effective integration of project elements and deliverables into a coherent outcome, and alignment of the same with the project/program goals and requirements are critical competencies. The area of expertise includes definition of the system, tools, processes and competencies needed to assess scope and integrate project/program elements, including value assessment and optimisation across project/program life cycle.</p> <p>With reference to project time management the focus will be on strategic assessment of project timing and client's timing needs and requirements, as well as defining responsibility for each deliverable, assigning appropriate levels of control and assessing how the project progress measures against the project time plan. As with the scope management, the focus will be on learning how to design time management strategies, define milestones, conduct planning and sequencing of activities, develop coordinated schedules and resource plans and generally apply typical computer software in planning and time optimisation.</p> <p>Considering cost planning and management, the focus will be on complete financial management of projects/programs. It includes cost estimation, planning and control, cash flow determination and finance, as well as defining means, frequency and manner of change management in a systematic manner. Emphasis will be on exception reporting, cost forecasting and managing cost variances, reporting and management of contingency budget and generally a good command of financial management of project/program. This UoS is fundamental to understanding the crucial links that need to be established between project objectives, scope, time and cost management and managing these in an integrated fashion.</p>				
<i>COURSE CONVENOR</i> <i>COURSE TUTOR</i>	Professor A Jaafari, ME, MSc, PhD, FIEAust, CPEng TBA				
<i>ASSUMED KNOWLEDGE</i>	Not applicable				
<i>APPROXIMATE WORKLOAD</i>	<b>Lectures &amp; Workshops</b>	<b>Team Work</b>	<b>Personal Work</b>	<b>Readings</b>	
	30 hours	>30 hours	>50 hours	>30 hours	
<i>PRE-REQUISITE (course name)</i>	None.				
<i>OBJECTIVES</i>	<p>Upon completion of the course, the student should:</p> <ul style="list-style-type: none"> <li>• Demonstrate knowledge and basic competency in relation to scope and change management on projects, as per the PMBOK™ requirements</li> </ul>				



	<ul style="list-style-type: none"> <li>• Demonstrate knowledge and basic competency in relation to scheduling and time management applying appropriate tools and techniques</li> <li>• Demonstrate knowledge and basic competency in relation to financial management including cost planning, budgeting and variation/change management</li> <li>• Ability to apply knowledge and tools to projects in the work environment including setting up relevant systems and controls</li> </ul>	
<b>TARGET COMPETENCIES (Project and Program Management)</b>	<p>Target competencies in this unit of study comprise the following:</p> <p><b>Scope management</b></p> <ul style="list-style-type: none"> <li>• Implement project scope planning and change management</li> <li>• Plan and coordinate internal and external scope items and deliverables</li> <li>• Implement project scope planning and control activities throughout project life cycle</li> </ul> <p><b>Time management</b></p> <ul style="list-style-type: none"> <li>• Undertake strategic assessment of client's delivery needs and requirements</li> <li>• Analyse options for project sequencing and development of an optimum plan</li> <li>• Schedule the project and coordinate the work of all contributors</li> <li>• Develop and apply progress monitoring and control systems and procedures</li> </ul> <p><b>Cost management</b></p> <ul style="list-style-type: none"> <li>• Understand scope and time contributions to costs</li> <li>• Understand and apply techniques of cost estimation</li> <li>• Develop project cost framework and cost control processes</li> <li>• Implement project cost management processes and communicate cost management challenges and</li> <li>• Develop and apply effective and timely cost management and change control strategies</li> </ul>	
<b>TARGET COMPETENCIES (Personal and Socio-cultural)</b>	<ul style="list-style-type: none"> <li>• Generic: All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset)</li> <li>• Leadership: Ability to direct, motivate &amp; manage individuals &amp; teams.</li> <li>• Commitment: Ability to dedicate to tasks &amp; to project outcomes.</li> <li>• Attitude: Ability to create the right frame of mind that promotes integrity &amp; support for achievement of project goals within a social context.</li> <li>• Self Direction: Ability to manage within and without guidelines &amp; processes, and to work without supervision.</li> <li>• Learning: Ability to commit to continuous improvement in knowledge, skills &amp; attitude, &amp; to creating new knowledge developing skills &amp; approaches.</li> <li>• Cultural Empathy: Ability to respect for &amp; accommodation of individual lifestyle, beliefs &amp; norms.</li> <li>• Creativity &amp; Innovation: Capacity to generate new ideas/approaches &amp; make them happen.</li> </ul>	
<b>MODES OF DELIVERY</b>	<ul style="list-style-type: none"> <li>• Upfront intensive workshop (4 days)</li> <li>• Project and team based flexible work facilitated via the Internet (over 10 weeks)</li> <li>• Face-to-face formal assessment (one week)</li> </ul>	
<b>ASSESSMENT</b>	<ol style="list-style-type: none"> <li>1. Formal knowledge test</li> <li>2. Team project submissions (formatted as per specification for the same)</li> <li>3. Formal PM competency assessment</li> <li>4. Formal Leadership &amp; Socio-cultural competency assessment</li> </ol>	
	<b>PRESCRIBED FOR THE COURSE</b>	<b>SELECTED REFERENCES</b>
<b>PRINTED MATERIALS</b>	<p>Learning material (lecture notes, slides, case study and other material provided online).</p> <p>Case project (students' own case project subject to endorsement)</p> <p>Brief for team projects</p>	<p>Gray and Larson (2000). <i>Project Management: A Managerial Approach</i>, McGraw Hill.</p> <p>Turner, R J. <i>Handbook of Project-based Management</i>, McGraw Hill.</p>



	<p>PMI, <b>A Guide to Project Management Body of Knowledge</b> (Latest edition)</p> <p><b>National Competency Standards in Project Management</b> (obtained from the Australian Institute of Project Management).</p> <p>IPMA, <b>International Competence Base (ICB)</b>.</p> <p>P2M, <b>Project and Program Management for Enterprise Innovation</b>, PMCC, Japan</p> <p>Other learning materials and resources</p>	<p>Lewis, J P (1995). <b>The Project Manager's Desk Reference</b>. McGraw-Hill, 1995 (ISBN: 1-55738461-4)</p> <p>Dinsmore, P C (1993). <b>The AMP Handbook of Project Management</b>. American Management Association, 1993 (ISBN: 0-8144-0106-6)</p>
<b>WEB SITES</b>	<p>No single Web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit.</p>	<p><b>Online useful sources of references are:</b></p> <p>Students are expected to conduct own search and locate useful web sites. The following are just a sample of such sites:</p> <p><a href="http://members.aol.com/AllenWeb">http://members.aol.com/AllenWeb</a></p> <p><a href="http://www.ausaid.gov.au/ausguide/ausguidelines/index.cfm">http://www.ausaid.gov.au/ausguide/ausguidelines/index.cfm</a></p> <p><a href="http://www.au.af.mil/au/awc/awcgate/awc-sp.htm#gen">http://www.au.af.mil/au/awc/awcgate/awc-sp.htm#gen</a></p> <p><a href="http://www.gannettfleming.com/damproject/01_home.htm">http://www.gannettfleming.com/damproject/01_home.htm</a></p> <p><a href="http://www.projectmanagement.tas.gov/index.htm">http://www.projectmanagement.tas.gov/index.htm</a></p> <p><a href="http://www.un.org/esa/sustdev/agenda21.htm">http://www.un.org/esa/sustdev/agenda21.htm</a></p> <p><a href="http://www.adb.org/Projects">http://www.adb.org/Projects</a></p>
<b>Software</b>	<p>Students should acquire a typical project control software for scope, time &amp; cost management</p>	<p>Simple software such as Microsoft project, electronic spreadsheets are recommended</p>
<b>COURSE CONTENTS</b>	<p><b>Intensive Phase</b></p> <p><b>Day 1</b></p> <ul style="list-style-type: none"> <li>• Introduction to course aims, objectives, target competencies, learning strategies, resources available, timetable and deliverables, assessment methods and related briefings</li> <li>• Briefing on how to conduct the entire unit of study</li> <li>• Lecture: Project scope and change management</li> <li>• Tutorial on project scope and change management</li> <li>• Project tools and techniques for systematic scope and change management</li> <li>• Class discussion of tutorial work, focus on business results</li> </ul> <p><b>Day 2</b></p> <ul style="list-style-type: none"> <li>• Determining project strategic needs in terms of timing and delivery</li> <li>• Project time planning, scheduling, progress monitoring and control</li> <li>• Project tools and systems for time planning, scheduling and progress control</li> <li>• Project delay estimation, recovery plans and proactive time management</li> </ul> <p><b>Day 3</b></p> <ul style="list-style-type: none"> <li>• Determining project/program financial management needs and requirements</li> <li>• Project cost planning, scheduling, progress monitoring and control</li> <li>• Project tools and systems for estimating, budgeting and cost control</li> <li>• Project cost overrun estimation, recovery plans and proactive cost management</li> <li>• Assessment of team and individual competencies wrt scope, time and cost management</li> </ul>	



	<p><b>Day 4</b></p> <ul style="list-style-type: none"> <li>• Revision and preparation for test</li> <li>• Sample PMP test conducted, assessed and discussed</li> <li>• Reinforcing learning outcomes and application of the same to forthcoming team project</li> <li>• Conduct of written test on fundamentals of project scope, time and cost management</li> <li>• Students' feedback on the intensive phase</li> </ul>																				
	<p><b>Teamwork phase</b></p> <p>For the purposes of learning project/program fundamentals in an integrated and meaningful manner, students will assume responsibility for developing a detailed plan (covering strategic assessment, initiation, planning, execution and close out) for a single case project. In order to spread the load, different areas of the case project will be addressed in SBM1101, SBM1102, SBM1201 and SBM1202 respectively, though the eventual Project Plan that emerges from the team's work should be a holistic and balanced solution NOT a collection of disaggregated plans.</p> <p>A structured learning program will be applied; in summary form it will comprise:</p> <ul style="list-style-type: none"> <li>• An overall process for studying project scope, time and financial management in each phase to apply to a real life case project as advised in the unit's web site;</li> <li>• A program of the learning activities which are part of student's Team Workplan and individual competency acquisition needs which each student need to plan to conduct flexibly within the unit of study timeline as advised in the unit's web site (detailed schedules are to be developed and submitted as part of the Team Work/QA Plan)</li> <li>• The assignment Brief which is available as a downloadable file.</li> </ul> <p>The Learning activities are designed for each team to develop and evaluate a complete project/program scope, time and cost management plan* for their case project via the following activities:</p> <table border="1" data-bbox="443 1086 1366 1447"> <tr> <td colspan="5">Assessment of learning styles and team roles, and balancing of team development of self management and socio-cultural/teamwork competencies</td> </tr> <tr> <td>Team Formation, Case Project selection and team QA/Workplan</td> <td><b>Activity 1</b> Best Practice Models vs. Case Project Requirements</td> <td><b>Activity 2</b> Initiation Plan for Scope, Time and Cost Management of Case Project</td> <td><b>Activity 3</b> Detailed Plan for Scope, Time and Cost Management of Case Project</td> <td><b>Activity 4</b> Evaluation, Formatting and Presentation of Project Report</td> </tr> <tr> <td>Case Project Summary, QA/Workplan</td> <td>Submit Assignment 1</td> <td>Submit Assignment 2</td> <td>Submit Assignment 3</td> <td>Submit Assignment 4</td> </tr> <tr> <td colspan="5">Continuous reflection, self and peer assessment and competency acquisition. Final Individual Report and Viva to validate competencies acquired versus target competencies</td> </tr> </table> <p>*. This component plan need to take that developed in SBM1101/SBM1102and expand it to include scope, time and cost management plan for each phase of the case project/program</p>	Assessment of learning styles and team roles, and balancing of team development of self management and socio-cultural/teamwork competencies					Team Formation, Case Project selection and team QA/Workplan	<b>Activity 1</b> Best Practice Models vs. Case Project Requirements	<b>Activity 2</b> Initiation Plan for Scope, Time and Cost Management of Case Project	<b>Activity 3</b> Detailed Plan for Scope, Time and Cost Management of Case Project	<b>Activity 4</b> Evaluation, Formatting and Presentation of Project Report	Case Project Summary, QA/Workplan	Submit Assignment 1	Submit Assignment 2	Submit Assignment 3	Submit Assignment 4	Continuous reflection, self and peer assessment and competency acquisition. Final Individual Report and Viva to validate competencies acquired versus target competencies				
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<p><b>COMPETENCY VALIDATION (via evidence and professional interview)</b></p>	<p><b>Final Report &amp; assessment</b></p> <p>Each student must plan to progressively acquire, develop and document target managerial and leadership/socio-cultural competencies. The protocols on the web site for this purpose need to be followed carefully to prepare the required evidence of competency acquisition. The evidence for this unit to comprise a final report in two parts to validate individually the following: Specified target competencies and Leadership and Socio-cultural competencies. These will be assessed separately and both need to show the student's development history using the student's L&amp;D plan as the basis.</p>																				