SBM1102 Project Management Fundamentals 2
(Project human resources, teams, communication and integration management)

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<td>SBM1102</td>
<td>Project Management Fundamentals 2</td>
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<td>Core</td>
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**SUMMARY**

This unit of study focuses on 3 core competency areas relevant to project/program management, namely: (1) project human resources assessment and organisational design including human dynamics, leadership and team management; (2) communication management; and (3) project/program integration management. The aims are to develop basic competency in project human resources management, communication and teamwork management and integration management, reflecting the state-of-the-art practice and in line with recognised Standards such as *A Guide to Project Management Body of Knowledge* (PMBOK™). In short, participants are to develop fundamental knowledge and competency with respect to:

- Project team definition, roles and responsibilities, authority and functions
- Project human resources assessment, development and management
- Design and development of high performance teams
- Basics of information, communication and documentation management
- Project/program integration management
- Management of Integration, human resources and teams, and communication throughout the project/program life cycle

With reference to project human resource management the focus will be on assessment of human resource needs against a given project’s requirements, defining roles and responsibilities, assigning appropriate levels of authority and assessing the actual/available competencies against the needed competencies.

This UoS has a major emphasis on effective team design and management; it will focus on assessment of team competency gaps as well as effective approaches for the development of the missing competencies using a systematic approach. Further, team dynamics will be studied and techniques for assessing team roles will be presented and applied. Participants should thus gain basic competency on how teams are forged, optimised and managed under challenging conditions. There will be opportunities to apply the teamwork principles throughout the MBPM course and thus learn the art of forming high performance teams through engagement in the same.

Considering communication management, the focus is not only on defining means, frequency and manner of communications among project participants and affected stakeholders but also learning styles and development of synergy among team members. Communication, information and documentation management will be considered systematically for effective communication management. This UoS is fundamental to understanding the crucial links that need to be established between project objectives, team capabilities, management control processes and quality management processes on projects.

Considering integration management the main challenge is to ensure that decisions on all areas of the project are properly integrated and optimised and this is often achieved through development of an integrated plan embracing all other project processes, systems and contents. Integration management involves project plan development, project plan execution and integrated change control. Earned value management is the normal basis for performance monitoring and change management. In addition, integration of the project processes and the works of the project as well as the integration of project and the pertinent operations of host organisation are studied.

**COURSE CONVENOR**

Professor Adj Assoc Prof Edward Tooher, Bsc, BE MPM, CPPD, Eng Exec,

Dr John Woollett.
**ASSUMED KNOWLEDGE**

Not applicable

**APPROXIMATE WORKLOAD**

<table>
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<tr>
<th>Lectures &amp; Workshops</th>
<th>Team Work</th>
<th>Personal Work</th>
<th>Readings</th>
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<tr>
<td>52 hours</td>
<td>50 hours</td>
<td>30 hours</td>
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**PRE-REQUISITE**

None.

**OBJECTIVES**

Upon completion of the course, the student should:

- Demonstrate knowledge and basic competency in relation to management of project human resources and communication functions on projects
- Know how to assess and balance teams, determine learning styles, develop formal team workplan and internal QA procedures, and generally monitor teamwork effectiveness, communication and performance
- Develop basic competencies in determination, integration and management of communication and documentation needs over project life, and build systems to manage the same
- Know how to develop plan, execute the same and apply integrated change control processes
- Ability to apply knowledge and tools to simple projects in the workplace, in particular in building high performance teams

**TARGET COMPETENCIES (Project and Program Management)**

Target competencies in this unit of study comprise the following:

**Human resources management and teamwork**
- HR needs and requirements assessment
- HR policies development and application
- Teamwork environment
- Staff development & training

**Communication management**
- Communication management planning & tools
- Information management application
- Project reporting management

**Integration management**
- Integration management plan development
- Integration management plan execution
- Project change control

**TARGET COMPETENCIES (Personal and Socio-cultural)**

- Generic: All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset)
- Leadership: Ability to direct, motivate & manage individuals & teams.
- Commitment: Ability to dedicate to tasks & to project outcomes.
- Attitude: Ability to create the right frame of mind that promotes integrity & support for achievement of project goals within a social context.
- Self Direction: Ability to manage within and without guidelines & processes, and to work without supervision.
- Learning: Ability to commit to continuous improvement in knowledge, skills & attitude, & to creating new knowledge developing skills & approaches.
- Cultural Empathy: Ability to respect for & accommodation of individual lifestyle, beliefs & norms.
- Creativity & Innovation: Capacity to generate new ideas/approaches & make them happen.

**MODES OF DELIVERY**

- Class room lecture and tutorial based flexible work facilitated via the Internet (over 15 weeks)
- Face-to-face formal assessment

**ASSESSMENT**

1. Formal knowledge test
2. Team project submissions (formatted as per specification for the same)
3. Formal PM competency assessment
4. Formal Leadership & Socio-cultural competency assessment

**SELECTED REFERENCES**

### MATERIALS

<table>
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<tr>
<th>Notes, slides, case study and other material provided online.</th>
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<tr>
<td>Case project (students’ own case project subject to endorsement)</td>
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<tr>
<td>Brief for team projects</td>
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<tr>
<td>National Competency Standards in Project Management (obtained from the Australian Institute of Project Management)</td>
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<td>IPMA, International Competence Base (ICB)</td>
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<tr>
<td>P2M, Project and Program Management for Enterprise Innovation, PMCC, Japan</td>
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<tr>
<td>Other learning materials and resources provided online.</td>
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### WEB SITES

No single Web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit.

Online useful sources of references are:

- Students are expected to conduct own search and locate useful web sites. The following are just a sample of such sites:
  - http://www.seanet.com/~daveg/ltv.htm
  - http://www.ruby3.dircon.co.uk/Training%20Files/Theory%20Pages/Training.htm
  - http://www.aipm.com.au
  - http://members.aol.com/AllenWeb
  - http://www.gannett Fleming.com/damproject/01_home.htm
  - http://www.adb.org/Projects

### Software

- MS project or equivalent recommended

### COURSE CONTENTS

- Refer Unit of study guide

### COMPETENCY VALIDATION (via evidence and professional interview)

- Final Report & assessment

Each student must plan to progressively acquire, develop and document both relevant 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: Management 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&D plan as the basis.