

Project Management Assignment Guidelines 2014-15

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Part A- General Review/Audit

- Discuss how you should go about setting up a project using the Integrated approach.
- Provide a framework for your evaluation
- Discuss what was done and what was not done e.g. risk mgt, change mgt etc
- Comment on the use of the various tools and techniques available to Project Managers
 - Were they used?
 - What should they have used?

- Identify key weaknesses of the project management Approach
- Discuss what tactics, tools, systems should have been implemented from the start
- Look closely at the Definition stage.
- Was there a Project Definition Report, Proper Design, Stakeholder Analysis, Requirements Gathering, Reporting Mechanism, Estimations, Planning, Budgeting, Personnel mgt etc?
- Discuss what can be done at this point to successfully complete the project.
- Recommend tools, techniques, management systems etc.

- Use the 10 knowledge areas to guide your structure and discussions
- Ensure that you utilize theory to support your arguments
- Ensure that you utilize theory to support your recommendations
- Include a summary of key weaknesses and tactics to overcome them

Part A-Structure

1. Introduction- Integrated Approach to Project Mgt.

2. Critical Analysis of the Project

– Evaluation of PM Processes/Areas

- Use each knowledge area as a sub heading e.g. Scope Mgt, Time Mgt, Cost Mgt, Quality Mgt, Project Organization, Project Monitoring and Control
- **Within each knowledge area you have to:**
 1. Define it
 2. Analyse BYOD Case- was it done? To what extent? Impact?
 3. Outline tactics that should have been used from start.

– Summary of key weaknesses

- Should use a table for this
- Columns for Knowledge Area next column for Key Weakness

Knowledge Area	Key Weakness
Time Management	No Formal Planning No Gantt Chart

3. Remedial Steps/Completion Strategy

- This should provide insights on HOW to get the project back on course of successful completion
- Recommend:
 - Project Monitoring and Control
 - Risk Mgt
 - etc

For Emphasis- The Critical Analysis

- Use each knowledge area that applies to the case
- 2.1 Time Management
- 2.2 Cost Management
- Etc
- For each:
 - Define the area
 - Critique BYOD Project- identify the issue, discuss impact, use THEORY to support your argument
 - Suggest what tools and techniques should have been used from the start
 - Application tools and techniques to case

Part B- Project Planning

- Create Dependency Table from information provided by consultants

ID	TASK NAME	DURATION	PRDECESSOR

- Input data onto MS Project
- Set start date to 4th May 2012
- Change/Adjust working time on calendar

- Insert **Total Slack** Colum in Gantt Chart
- Make sure that the **critical task are shown using Red bars.** (May need to Format Bar styles)
- **In Body**
 - Print Dependency Table
 - State the critical path
 - Comment on what is a Critical Task/Path and the significance
- **Print In Appendix A**
 - Gantt Chart

Part C- Progress Management

- Update Gantt Chart in MS Project
- Enter % complete for respective tasks
- Reschedule incomplete work as of 16th August 2012
 - Go to **Tools** Menu
 - Choose **Tracking** > *Update Project*
 - Choose **Reschedule** option set date to 16th August 2012
 - Make sure *Entire project* option is choose below
 - Click **OK**

- **In Body**

- Note new schedule finish date
- Discuss difference with initial scheduled finish date
- Would the project be able to meet the Go Live date?
- Compare initial schedule finish date with rescheduled finish date for incomplete tasks
- **Suggest Tactics to for bring the expected Go-Live date forward**

- **In Appendix B**

- Print Rescheduled Gantt Chart

TACTICS MEASURES TO ALLEVIATE

- Change task relationships to allow more tasks to overlap or occur at the same time, rather than strictly sequentially.
- Increase the available working time by changing the project calendar
- Reduce the scope of the project by combining or reducing the number of tasks
- Reduce the scope of a task by decreasing the task's duration or the amount of work assigned to the task
- For tasks with resources assigned, you can:
 - Increase the number of resource units allocated to the task
 - Increase the resource's availability by changing the resource calendar
 - Assign overtime work to the resource
- Use up Free Slack where possible

Part D- Budget Creation

- Enter resources into Gantt Chart
- Make sure to check your durations to see if they have changed
- Enter rates in resource sheet (see week 5 for guide)
- Insert a **Cost** column
- Add project summary task
Tools>Options>View Tab>check box to bottom right

- Insert a **Fixed Cost** column
- You can enter a Fixed cost for the entire Project
- Print **Budget** report from MS Project
 - Report menu (MS Project 2007) or View menu (MS Project 2003)
 - Click on **Reports**
 - Choose **Cost** , Click *Select*
 - Then Choose **Budget**, Click *Edit*
 - Check box- **Show summary Tasks** to bottom
 - **Sort** by ID
 - Click **OK** to return to Cost Report screen
 - Click **Select** to view Budget

Part E- Budget Management

- Justify duration chosen to work out Budget
 - Need to **use rescheduled** Gantt Chart to determine **no. of weeks.**
 - **Include actual cost to date**
- State any assumptions
- Use excel spreadsheet to show calculation

Template

GRADE	Amt	Hrly RATE	COST PER WEEK (A)	No. of weeks (B)	Labour Cost (A*B)
Project Mgr	X	Y	= X*Y*no. of hrs/week		5
Mgr Staff	-	-	1		6
Tech Staff	-	-	2		7
Snr Dev Staff	-	-	3		8
Dev Staff	-	-	4		9
Total Manhr Cost			Sum (1:4)		
Total Labour Cost (P)					=Sum (5:9)
Fixed Cost (Q)					-
Total Budgeted Cost					=P+Q

Report Format

- Assignment Cover Sheet (Anglia via E Vision)
- Title Page
- Table of Contents

BODY

- Part A (1800 words)
 - Part B - Dependency Table, Critical Path (100 words)
 - Part C - Discussion and Tactics (200 words)
 - Part D - Budget Report Print out from MS Project, Brief Notes i.e. Calculation of Total Fixed Cost (100 words)
 - Part E - Budget Spreadsheet and brief discussion (100 words)
 - Reference List
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- Appendix A- Original Gantt Chart and Network Diagram (Part B)
 - Appendix B- Updated Gantt Chart (Part C)
 - Appendix C- Budget Gantt Chart (Part D)