

Project Management Assignment Guidelines 2023-24 Tri 1

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General Tips

- This component requires the use both theoretical (journals, texts) as well as practitioner **references** in your work.
- Please use **Harvard Referencing System** to cite sources and produce your Reference List
<http://libweb.anglia.ac.uk/referencing/harvard.htm>
- It is also important that you **apply the context of the case to your discussions**
- Remember you are **making recommendations**

Core Texts

- **Maylor, H., 2011.** Project Management Fourth ed., Financial Times/ Prentice Hall
https://primo.anglia.ac.uk/primo-explore/fulldisplay?docid=TN_dawson9780273743521&context=PC&vid=ANG_VU1&search_scope=CSCOP_APU_DEEP&tab=default_tab&lang=en_US
- **Lock, D., 2018.** Project Management, Milton Taylor & Francis Group
https://primo.anglia.ac.uk/primo-explore/fulldisplay?docid=44APU_ALMA51103637920002051&context=L&vid=ANG_VU1&search_scope=CSCOP_APU_DEEP&isFrbr=true&tab=default_tab&lang=en_US
- **Kerzner, H., 2017.** Project management : a systems approach to planning, scheduling, and controlling Twelfth ed., Hoboken, New Jersey : Wiley
https://primo.anglia.ac.uk/primo-explore/fulldisplay?docid=44APU_ALMA2165602290002051&context=L&vid=ANG_VU1&search_scope=CSCOP_APU_DEEP&isFrbr=true&tab=default_tab&lang=en_US
- **Project Management Institute 2017.** A guide to the project management body of knowledge (PMBOK guide). Sixth ed., Newtown Square, Pennsylvania : Project Management Institute, Inc. https://primo.anglia.ac.uk/primo-explore/fulldisplay?docid=44APU_ALMA2170497810002051&context=L&vid=ANG_VU1&search_scope=CSCOP_APU_DEEP&isFrbr=true&tab=default_tab&lang=en_US

General Assignment Requirements

- Part A- here you are in general recommending to GreenReach a best practice approach to PM.
- Part B- Project Planning, Gantt Charts

Part A- Requirements

Your consultancy report must contain the following:

- Summary of the GreenReach current business structure?
- Recommend a **suitable project management methodology** which can be used across the complete organization and justification?
- Provide an overview of the **potential different organization structures**, with the advantages and disadvantages of each structure?
- Consider **how the organization can become more agile** and the benefits and risks this would bring to the organization?
- How will **customers benefit** from the new approach?
- What are the key steps to ensure **quality in Project Management**?

Throughout the write up of Part A

- You are **making recommendations** to GreenReach to improve their PM practice
- You must support these recommendations with reasoned arguments, **supported by literature**
- So, throughout your paper **refer to GreenReach** and **apply** your discussions, **give examples** as necessary
- **DO NOT Only describe the PM process**

Part A- Consultancy Report

(approx. 2500 words) 45%

1.0 Introduction

- Define Project Management
- Define Project Management Success in terms of Time, Cost and Quality
 - Could use Iron Triangle or PMI 6 point Star
- Purpose and Outline of the paper i.e. What will be discussed in the subsequent sections

2.0 Summary of GreenReach Current Project Management Practice

- Given an overview of GreenReach Current Operations
- Briefly discuss their Current Organization Structure
 - Could include a possible organization chart (simple)
- Identify the key Project Management issues and its effects
 - Could use a Cause and Effect Diagram
OR
 - SWOT Matrix

3.0 Project Management Methodology

- Identify the typical Project Lifecycle phases
- Define Project Methodology
- Introduce the array of project methodologies. (PMI, PRINCE 2)
- Make a clear statement of the recommended choice for GreenReach
- Explain why i.e. justification
 - Use case study context e.g. type of projects, is it already being used
 - Very Briefly, discuss how the chosen methodology works (Processes, Principles)
 - Include appropriate diagrams of Methodology

4.0 GreenReach Going Agile

- Start argument by saying that traditionally, construction projects use a waterfall lifecycle
 - Brief overview of waterfall, include diagram
- However, recently Agile Project Management (APM) has been applied to a wide range of projects including construction projects (support with citation)
- Define APM
 - Discuss the Principles of Agile
 - How it works
 - Tools and Techniques
 - Include diagrams to aid explanations

- Evaluate and discuss how the Agile principles can be applied to GreenReach Projects
 - Could use a table

Agile Principles	Recommended Implementation at GreenReach

- Perhaps a hybrid model can be used by GreenReach
 - Agile-Waterfall
 - Identifying which stages can go Agile, include diagram to illustrate hybrid approach

- To justify, discuss the benefits of APM
 - To GreenReach
 - To Customers
- Balance argument here with the risks of going Agile
 - Support your points with literature

5.0 Project Monitoring and Control

- Discuss the need for **Project Monitoring and Control**
- Brief overview of the Monitoring and Control Process (Steps)
 - Establish project baselines
 - Monitor and measure performance
 - Compare with baselines
 - Take corrective action, as necessary
- Discuss:
 - **Managing Progress**
 - Use of Standard Progress Reports and meetings
 - Use of Earned Value Analysis
 - Recommend the use of a Project Dashboard to track key Project KPI's
and Software e.g. Microsoft Project for the Web and Power BI
 - **Change Control**- setup Change control committee, use of change control form, change control log
- Discuss how your chosen methodology will improve control process and improve time to market

6.0 Project Quality Management

- Define Project Quality, differentiate from Product Quality
- Project Quality Management → Product Quality → Customer Satisfaction
- Recommend use of Quality Management Processes
 - Quality Planning, Quality Control, Quality Assurance,
 - Briefly explain the processes with application to GreenReach
- Recommend use of various tools and techniques
- Discuss how this will be achieved using the methodology you recommended earlier

7.0 Project Organization Structure

- Discuss the importance/need for project organization
- Compare and contrast various potential organization structures
 - functional, matrix, and projectized
 - Could use a table for advantage and disadvantages
- Recommend an appropriate Project Organization Structure for GreenReach
 - Decentralization is not working!!!
 - Include possible organization chart for GreenReach
 - Recommend use of a PMO
 - What type e.g. Global PMO, Enterprise PMO, Business Unit PMO
 - Give details of general roles and responsibilities of the PMO
 - Recommend use of Responsibility Matrix for project teams
 - Recommend the use of Communication plans

8.0 Conclusion and Summary of Recommendations

- Based on your discussion above, give a synopsis of your key recommendations
- Could use a table to provide summary

Key Issue	Recommendations
Project Methodology	<ul style="list-style-type: none">• X• X
Organization Structure	<ul style="list-style-type: none">• X• X
etc	<ul style="list-style-type: none">• X• X
	<ul style="list-style-type: none">• X• X

Part B- Project Planning Gantt Chart report

(approx. 250 words) 45%

- Write up a discussion of:
 - Overview of the scope of works and methodology used to plan the **consultancy project**
 - The planned start date and finish date of the project
 - The assumptions e.g. start date, holidays etc
 - The critical tasks
 - The Budgeted Cost for the project
 - Provide a Cost Breakdown by Cost Categories
 - Could use a chart or table

- Print/Screen Capture and Paste **Gantt Chart** into report
 - Ensure all columns are visible on the screen
 - Zoom in to show all bars to the left, without having to scroll (left to right)
 - You may need to take multiple screenshots to capture the entire Gantt Chart
- Print/Screen Capture and Paste **Statistics Box** into report as well.

Report Format

- Title Page
- Table of Contents
- Part A – General Overview (2500 words)
- Part B – Project Planning (250 words)
- Reference List
- Appendices

Disclaimer

- This guideline is not a prescription, but rather an outline of the basic structure and contents required to meet the minimum requirement of the assignment.
- It is therefore flexible
- It does not guarantee any particular grade/mark
- Your final grade/mark is determined by your application, use of literature and academic rigour in answering the questions.