

Project Management Assignment Guidelines 2020-21 TRI 3

Dr. Andre Samuel

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

Report Requirements

- **Report Title :** Best practices in Project Delivery for a regional transport provider
- The report should detail the approach you will take to deliver the project at LOCLBus and will detail best practice in Project Management, including, but not limited to:
 - Balancing cost, time and quality
 - Stakeholder involvement
 - Risk Management
 - Team structure between the three companies
 - Plan for strong communications with the selected suppliers and internal team
 - Supplier choice and management
 - Project management processes and methods to be used (methodology)

Required Appendices

- Appendix A- Risk Register
- Appendix B- Project Plan (Gantt Chart)
- Appendix C- Stakeholder Matrix
- Appendix D- Project Charter

Report Structure

1.0 Introduction

- Define Project Management
- State that project success is measured in terms of Time, Cost and Quality
 - Project success = min time + min cost + max quality
- Purpose and Outline of the paper. What will be analyzed in the subsequent sections

• **2.0 Project Methodology**

- Define Project Methodology
- Introduce the array of project methodologies. (PMI, PRINCE 2, Agile/SCRUM)
- State choice for this project
- Explain why i.e. justification
- How chosen methodology works (Processes, Principles, Tools and Techniques etc)

- **3.0 Project Charter**

- Discuss the purpose of the Project Charter
- Discuss the key elements of a Charter
- **Make reference to the LOCL Bus Project Charter in Appendix D**

•4.0 Stakeholder Involvement

- Discuss the stakeholder management processes:
 - Identify stakeholders, Analyse Stakeholders, Manage Stakeholders
 - Use literature to explain how it is done
 - Give examples of stakeholders from the case study
 - Include LOCL Bus Project stakeholder register in the body
 - **Make reference to the LOCL Bus Project Stakeholder matrix in Appendix C**

•5.0 Project Planning

- Discuss the Time management processes
 - Identify activities, Estimate duration, sequence activities
 - Use literature to explain how it is done
 - Discuss the plan for the LOCL Bus Project i.e. give an overview of the plan (Gantt chart developed)
 - Give assumptions, key dates and general phases etc.
 - **Make reference to LOCL Bus Project Plan in Appendix B**

- **6.0 Balancing Time Cost and Quality**

- Introduce and discuss the Triple constraints of a project
 - Include diagram of Iron Triangle
- Discuss the need for **Project Monitoring and Control** of these constraints
 - Use literature to give details of how it will be done
 - Discuss the need to detect variances from the plan
 - Discuss the use of progress meetings, could include template as an additional appendix
 - Timings of these meetings

- Discuss possible control actions and the trade offs that can be made:
 - Make the point that three constraints are interrelated and involve trade-offs i.e. one side of the triangle cannot be changed without impacting the others.
 - So through, control actions, the triple constraints continuously faces conflicting demands and competing priorities.
 - Then discuss the 3 basic trade offs:

- **Maximizing Quality**

- Discuss the implication of attempting to maximise Quality:
- necessitates an increase in time ($T \uparrow$) and/or cost ($C \uparrow$).
- If cost remains unchanged, then the project can be delivered good (because $Q \uparrow$) and cheap (because C fixed as planned) but not fast (because $T \uparrow$);

- **Minimizing Time**

- Discuss the implication of attempting to reduce Time:
- necessitates a reduction of scope/quality ($Q \downarrow$) and/or an increase in cost ($C \uparrow$).
- If Quality needs remains unchanged, then the project can be delivered fast (because $T \downarrow$) and good (because Q fixed as planned) but not cheap (because $C \uparrow$);

- **Minimizing Cost**

- Discuss the implication of attempting to reduce Cost:
- necessitates a reduction of scope /quality ($Q\downarrow$) and/or an increase in time ($T\uparrow$).
- If time remains unchanged, then the project can be delivered cheap (because $C\downarrow$) and fast (because T fixed as planned) but not good (because $Q\downarrow$).

- Use **supporting literature and diagrams** to justify the above explanations
- Throughout the explanations **give examples relevant to LOCL Bus** based on the case study information

•7.0 Risk Management

- Discuss the Risk management processes:
 - Identify risks, analyse risk, mitigate risks
 - Use literature to explain how it is done
 - Give examples of risks from the case study
 - **Make reference to the LOCL Bus Project Risk Register in Appendix A**

• **8.0 Project Team Structure and Communication**

- Discuss the importance of project organization
- Outline that for LOCL Bus a matrix structure will be established
- Give details of the project team composition (persons) and general project roles
- Could create a Responsibility Matrix
- Draw a diagram of the Matrix Structure i.e. the integration of the project team with LOCL Bus functional Organization Structure

- Discuss the communication channels that will be established with the suppliers
 - Identify project team member/s that will have this responsibility
 - **Develop a communication plan** that includes communication with external and internal teams

•9.0 Supplier Choice and Management

- Discuss the importance of proper procurement
 - (5 R's)
 - Value for money
- Discuss very briefly the procurement process:
 - Use literature to explain basic steps to procurement
 - **Focus on the Evaluation and Selection** stage
 - Discuss criteria to be use for evaluating the suppliers for LOCL Bus Project
 - The weighting for these criteria and minimum requirements (pass) for each criteria. **Draw up a table** to show this.
 - Discuss who will form the Evaluation committee
 - Discuss the use of Product Demonstration and Weighted Evaluation matrix
 - Discuss what type of contract would be used
 - And key issues to be managed during the contract administration

- **10.0 Conclusion**

- Provide a summary of the key points from the above discussions.
- Roughly 150 words.

Report Format

- Title Page
- Table of Contents
- 1.0 Introduction to 10.0 Conclusion
- Reference List
- Appendix A- Risk Register
- Appendix B- Project Plan (Gantt Chart)
- Appendix C- Stakeholder Matrix
- Appendix D- Project Charter
- Other Appendices if necessary

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.