

Project Management Assignment Guidelines 2015-16 Tri 2

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Part A- General Overview

- 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

Part A- Requirements

Evaluate and analyse:

1. Relationship between Project Planning and Project Controlling
2. Steps to improve the financial performance of projects at OmniBuild
3. Key weaknesses the current HR focus
4. Key measures and tactics to implement a new project planning approach

Part A-Structure

1.0 Introduction

- Define Project Management
- Discuss Project Lifecycle and Introduce Project Management Process Groups(brief)

1.1 Relationship Between Project Planning and Project Controlling

- Discuss the Project Planning
- Discuss Project Controlling
- Discuss the relationship between Planning and Controlling. (see session 7 slide 34-39 for key points)
- Use PMI models:
 - Project Management Process Interactions (see handout 1 pg. 36)
 - Project Management Process Group and Knowledge Area Mapping (see handout 1 pg.37)
 - Project Management Process Groups (see Session 7 slide 34)

1.2 Steps to Improve Financial Performance of Projects

- Start by saying that project success depends on managing the knowledge areas
- Introduce triple Project constraints and Turner's five functions of PM (see session 2 slide 5)
- Go into each, discussing what it involves i.e. processes
- Discuss briefly the tools and techniques that can be used. (see session 2 slide 8)
- Focus heavily on Project Cost Management i.e. Monitoring and Controlling Cost. Discuss use of CBS, Cost Control Cube, EVA, S Curve Analysis
- **Remember to discuss in relation to improving financial performance throughout**

1.3 Key Weaknesses of the Current HR Focus

- Discuss the processes involved in HRM for Projects. (see Session 8 slide 3)
- Analyse what was done at Omnibuild
- Evaluate the gaps by comparing what they did to theory. i.e. say what they did not do?
- Discuss that an HR focus alone cannot lead to project success (see handout 3 for articles)
- Include a summary checklist (see handout 3 for Personnel Related Issues Checklist)

1.4 Implementing the new Planning Approach

- This must managed like a project
- Discuss the steps involved in implementing the new planning approach e.g.
 - Plan the implementation including costing
 - Select implementation team
 - Roll out of training
 - Standardising planning tools etc
- **Discuss what tactics you would use during the implementation**

Part B- Original Gantt Chart- 4 month

- Create Dependency Table from information provided

ID	TASK NAME	DURATION	PRDECESSOR

- Input data onto MS Project
- Set start date
- Add project summary task
- Change/Adjust working time on calendar
- Mark milestone task (if necessary)

- 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**
 - List all assumptions e.g. start date, holidays etc
 - Print Dependency Table
 - State the critical path
 - Comment on what is a Critical Task/Path and its significance
- **Print In Appendix B.1**
 - Original Gantt Chart- 4 month

Part B- **Updated Gantt Chart- 2.5 month**

- Update Gantt Chart in MS Project
- You will need to justify your modification to shorten duration
- Include on New Gantt Chart a column for **Baseline Finish** and **Baseline Duration**
- **In Body**
 - Discuss briefly that you used the Critical Path Method to Crash or Fast Track Project or both
 - Briefly explain concepts of Crashing and Fast tracking

- **In Body (cont'd)**
 - State assumptions
 - Explain the adjustments made
 - Show calculations were possible for adjustments
 - Note new schedule finish date (2.5 month)
 - Note new critical path or paths
- **In Appendix B.2**
 - Print Updated Gantt Chart- 2.5 month

Part C- Budget Creation

- Calculate Original Budget using MS Excel
- Include Direct Labour Cost, Indirect Labour, PC Hardware, Software, Misc. Fixed Cost, Accommodation Cost, meetings, travel and other cost including a Contingency
- Remember constraint of £ 850,000.00
- **In Body**
 - State assumptions
 - Other Explanatory notes
- **In Appendix C.1**
 - Print Original Budget from MS Excel

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

Part C- Budget Creation

- Calculate Alternative Budget
- Consider the use of the Updated Gantt chart (3 mon) to adjust labour cost
- Adjust other cost
- Remember Constraint of £ 650,000.00
- **In Body**
 - State assumption
 - Justify adjustments to cost elements
- **In Appendix C.2**
 - Print Alternative Budget from MS Excel

Report Format

- E-vision Coversheet
- Title Page
- Table of Contents
- Part A – General Overview (2500 words)
- Part B – Project Planning (250 words)
- Part C – Budget Creation (250 words)
- Reference List
- Appendix B.1- Original Gantt Chart (4 mon)
- Appendix B.2 - Updated Gantt Chart (2.5 mon)
- Appendix C.1- Original Budget
- Appendix C.2 – Alternative Budget
- Other Appendices