

Project Management Assignment Guidelines 2017-18

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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 Project Planning
- Discuss Project Controlling
- Discuss the relationship between Planning and Controlling. (see session 7 slide 34-39 for key points)
- Use models:
 - PMI Project Management Process Interactions (see handout 1)
 - PMI Project Management Process Groups (see Session 7 slide 34)
 - Maylor (2010, pg.291) Control Process (see class notes)

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 9 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 be managed as a project
- Use the 4 D's model
- Discuss all the stages involved in the project
i.e. implementing the new planning approach
- Discuss what tactics you would use during each stage
- Discuss what tools and techniques you would use during each stage

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**
 - Print/Screen Capture Original Gantt Chart- 4 month
 - Paste into final Report

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

- Update Gantt Chart in MS Project
- You will need to justify your modification to shorten 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/Screen Capture Updated Gantt Chart- 2.5 month
 - Paste into final Report

Part C- Budget Creation

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

Template

Task	Resource	Duration	Rate/day	Direct labour Cost
Analysis of Cost Planning	C1	20	1,600.00	32,000.00
	C2	20	1,600.00	32,000.00
Detailed Analysis of the Effectiveness of Project Planning	C1	5	1,600.00	8,000.00
	C2	0	1,600.00	-
ETC				
TOTAL DIRECT LABOUR				xxxxxxx
INDIRECT LABOUR COST				xxxxxxx
OVERHEADS				xxxxxxx
FIXED COST				xxxxxxx
Training Cost				xxxxxxx
Sub Total				xxxxxxx
Contingency 15%				xxxxxxx
				xxxxxxx
Risk cost 10%				xxxxxxx
Total Baseline Cost				xxxxxxx
Management Reserve				xxxxxxx

Part C- Budget Creation

- Calculate Alternative Budget
- Consider the use of the Updated Gantt chart (2.5 mon) to adjust labour cost
 - Use the updated task durations to calculate Labour cost
 - Adjust other cost based on the 2.5 months
- Remember Constraint of £ 650,000.00
- **In Body**
 - State assumption
 - Justify adjustments to cost elements
- **In Appendix C.2**
 - Copy Alternative Budget from MS Excel and Paste as an Image into your final report

Report Format

- 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