



The University of Southern Queensland

## Course specification

The current and official versions of the course specifications are available on the web at <http://www.usq.edu.au/coursespecification/current>. Please consult the web for updates that may occur during the year.

### Description: Project Human Resources, Communications and Integration Management

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	8027	78166	2, 2008	EXT	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080315

### STAFFING

Examiner: Barrie Todhunter  
Moderator: Greg Gunter

### OTHER REQUISITES

Although there are no formal pre-requisite nor co-requisite courses for MGT8027, it is recommended that students enrol in MGT8022 Project Management Framework prior to, or simultaneously with, study of MGT8027. Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

### RATIONALE

If the project stakeholders are not focused on the outcome, the project is unlikely to achieve its objectives. Organisation and leading are two functions of management that, if done appropriately, should ensure that project stakeholders become, and remain, committed to a project's success. Human resource management endeavours to utilise the project's human resources in the most effective manner, by creating a project organisational structure and environment that satisfy the needs of the individuals, and focus the group's energies on achieving desirable project outcomes. For the stakeholders to become committed to the project, they must continually receive information that is relevant to their needs, and that reassures them that their objectives are being considered. Efficient distribution of information is achieved through communications management. A key component of this is a project management information system (PMIS), which serves to collect, collate, and analyse project data, producing and distributing appropriate information to the respective stakeholders. Project Integration Management involves the management and coordination of all activities internal and external to the project. The project objectives must be successfully integrated with the objectives of the principal stakeholders, requiring analysis of the internal and external environments, project plan development, project plan execution, and overall change control.

### SYNOPSIS

The course examines the following: (1) identification of the environment in which projects are carried out; (2) the extensive range of stakeholders who have an interest in the project outcomes;

(3) identification and establishment of an appropriate organisational structure; (4) development of the project management team; (5) the legal environment in which projects are carried out; (6) communications requirements to ensure that all stakeholders are adequately informed; (7) development of a formal project management information system (PMIS); (8) the need for an integrated approach to the planning of a project in its early stages; (9) methodologies by which complex project management processes are integrated; (10) the importance of planning and defining a project at the early stages; (11) the need for adequate change control processes; and (12) the value of periodic project reviews and post-completion audits.

## OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. establish the basic need or opportunity for the project and obtain approval from the sponsor for initiation of the project as evidenced by a project charter (Assignment 1, Assignment 2)
2. select an appropriate organisational structure for the management of a project (Assignment 1, Assignment 2)
3. source the appropriate human resources for the project team (Assignment 1, Assignment 2)
4. allocate responsibilities to team members and establish reporting relationships (Assignment 1, Assignment 2)
5. monitor team performance and identify inappropriate patterns of behaviour (Assignment 1, Assignment 2)
6. resolve conflict between stakeholders and within the project team (Assignment 1, Assignment 2)
7. identify stakeholders' information need and develop a communication plan (Assignment 1, Assignment 2)
8. monitor performance of the project and the PMIS (Assignment 1, Assignment 2)
9. identify relevant issues and analyse the internal and external project environments (Assignment 1, Assignment 2)
10. identify, locate and utilise project data and resources to prepare a coherent project plan (Assignment 1, Assignment 2)
11. use the project plan and other relevant data to execute the project so that it meets the objectives of the project sponsor and other principal stakeholders (Assignment 1, Assignment 2)
12. prepare and implement a change-control process to ensure the integrity of the overall project during execution (Assignment 1, Assignment 2)
13. close out the project and ensure that project data and records are appropriately stored (Assignment 1, Assignment 2).

## TOPICS

	Description	Weighting (%)
1.	The project environment	5.00
2.	Project stakeholders	10.00
3.	The project organisation	10.00
4.	The project management team	10.00

5.	The organisational legal environment	10.00
6.	Communications planning and definition	10.00
7.	Project management information systems	10.00
8.	Project integration management and methodologies	10.00
9.	Project initiation and planning	10.00
10.	Project monitoring and change control	10.00
11.	Project review and completion	5.00

### **TEXT and MATERIALS required to be PURCHASED or ACCESSED**

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

Gardiner, P 2005, *Project management: a strategic planning approach*, Palgrave Macmillan, Basingstoke, UK.

(NOTE: This text is common to MGT8022, MGT8025 and MGT8027.)

PMI 2004, *A guide to the project management body of knowledge (PMBOK)*, 3rd edn, Project Management Institute, Newtown Square, Pennsylvania.

(NOTE: This text is common to MGT8022, MGT8024, MGT8025 and MGT8027.)

Summers, J & Smith, B 2006, *Communication skills handbook: how to succeed in written and oral communication*, 2nd edn, John Wiley & Sons, Milton, Queensland.

(revised & updated edition)

### **REFERENCE MATERIALS**

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Meredith, JR & Mantel, SJ 2006, *Project management: a managerial approach*, 6th edn, John Wiley & Sons, New York.

Turner, JR 1995, *The commercial project manager: managing owners, sponsors, partners, supporters, stakeholders, contractors and consultants*, McGraw-Hill, London.

Turner, JR 1999, *The handbook of project-based management: improving the processes for achieving strategic objectives*, 2nd edn, McGraw-Hill, London.

### **STUDENT WORKLOAD REQUIREMENTS**

ACTIVITY	HOURS
Assessments	60.00
Directed Study	100.00
Private Study	5.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT 1	100.00	30.00	15 Sep 2008
ASSIGNMENT 2	100.00	70.00	27 Oct 2008

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:**  
If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:**  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:**  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded. See Assessment Notes item 1 below.
- 4 Requirements for student to be awarded a passing grade in the course:**  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
- 5 Method used to combine assessment results to attain final grade:**  
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.
- 6 Examination information:**  
There is no examination in this course.
- 7 Examination period when Deferred/Supplementary examinations will be held:**  
Not applicable.
- 8 University Regulations:**  
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

## ASSESSMENT NOTES

- 1 Assignments:** (i) Assignments must be submitted electronically by 11.59pm (AEST) on the due date. (ii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) The examiner may grant an extension of the due date of an assignment in extenuating circumstances. If

the required extension is less than seven days, there is no need to obtain prior approval. In such cases, submit your assignment as soon as possible after the due date together with any supporting documentation that might be required. The authority for granting extensions rests with the relevant examiner. (iv) The examiner will normally only accept assessments that have been prepared using electronic media. (v) The examiner will not accept submission of assignments by facsimile. (vi) Students who are disadvantaged by these regulations may be given special consideration. They should contact the examiner to negotiate such special arrangements. (vii) In the event that a due date for an assignment falls on a local public holiday in their area, such as a show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the examiner's convenience.

- 2 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to assessment.
- 3 Make-up work: Students who have undertaken all of the required assessments in a course but who have failed to meet some of the specified objectives of a course within the normally prescribed time may be awarded the temporary grade: IM (Incomplete - Make up). An IM grade will only be awarded when, in the opinion of the examiner, a student will be able to achieve the remaining objectives of the course after a period of non directed personal study.
- 4 Deferred work: Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment at the scheduled time may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. The temporary grade of IDM (Incomplete Deferred Make-up) may be awarded.