**Description: Project Human Resources and Communications Management**

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<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
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<td>MGT</td>
<td>8026</td>
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**Academic group:** FOBUS  
**Academic org:** FOB005  
**Student contribution band:** 2  
**ASCED code:** 089999

**STAFFING**

Examiner: Barrie Todhunter  
Moderator: David Cowper

**RATIONALE**

No matter how much detailed planning is carried out, nor use made of sophisticated tools and techniques, if the people involved in executing the project do not care about the outcome, the project is unlikely to achieve its objectives. Organisation and leading are the 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.

**SYNOPSIS**

The course examines the following: 1 Identification and establishment of an appropriate organisational structure, within which key stakeholders can operate; 2 Sourcing of human resources needed for the respective roles; 3 Allocation of responsibilities for the respective project activities and establishment of reporting relationships; 4 Monitoring performance of team members and identification of non-productive patterns of behaviour and performance; 5 Resolving conflict between stakeholders and within the project team; 6 Closing out the project and reassigning team members; 7 Identification of the requirements for distribution of information to stakeholders; 8 Implementation of a project management information system to ensure that stakeholders’ information requirements are being satisfied;
9 Monitoring and evaluation of project performance and the information system, to determine if compliance is being achieved; 10 Implementation of a control system to take corrective action if necessary; 11 Collection, storage and archiving of project information upon completion.

OBJECTIVES
On successful completion of this course students should be able to:

- Select an appropriate organisational structure for any project.
- Source the appropriate human resources for the project team, allocate responsibilities to team members and establish reporting relationships.
- Monitor team performance and identify inappropriate patterns of behaviour.
- Resolve conflict between stakeholders and within the project team.
- Identify stakeholders' information needs.
- Develop a communication plan.
- Monitor performance of the project and the PMIS.
- Close out the project and ensure that project data and records are appropriately stored.

TOPICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. Introduction to Project Management</td>
<td>5.00</td>
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<tr>
<td>2. Organisational Planning</td>
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<td>3. Team Development</td>
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<td>4. Conflict Resolution</td>
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<td>5. Stakeholder Management</td>
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<td>6. Communication Planning</td>
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<td>7. Project Management Information Systems</td>
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<tr>
<td>8. Project Close-out</td>
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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).


**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.


(Excerpts only are available on-line. USQ Library holds printed copy)

**STUDENT WORKLOAD REQUIREMENTS:**

<table>
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<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
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<tr>
<td>Directed Study</td>
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<tr>
<td>Private Study</td>
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<tr>
<td>Residential Schools</td>
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**ASSESSMENT DETAILS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
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<tr>
<td>ASSIGNMENT 1</td>
<td>100.00</td>
<td>50.00</td>
<td>13 Apr 2004</td>
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<tr>
<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>50.00</td>
<td>15 Jun 2004</td>
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**IMPORTANT ASSESSMENT INFORMATION**

1. Attendance requirements:
   
   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 complete each of the assignments successfully, students must obtain at least 50% of the marks available for each assignment.

3 Penalties for late submission of required work:
If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks available for the assignment will apply for each working day late.

4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade, students must achieve at least 45% of the total marks allocated for each assignment, and at least 50% of the available weighted marks 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 weighted aggregate marks obtained for each of the assignments 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 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL http://www.usq.edu.au/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Guide to Policies and Procedures of the Faculty which can be found at the URL http://www.usq.edu.au/handbook/2004/bus.html.

**ASSESSMENT NOTES**

9 Assignments: (i) Students should organise their affairs to ensure that they meet due dates for all assignments. Extensions will be granted only under exceptional and extenuating circumstances. (ii) The due date of an assignment is the date by which a student must despatch the assignment to the University, and is normally that defined in the relevant course specification. The onus is on the student to provide, if requested, proof of date of despatch. (iii) If the submission date for an assignment falls on a Public Holiday, then it should be despatched on the next working day. (iv) Students should apply for an extension to the date for submission of the assignment by including an application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. THERE IS NO NEED TO CONTACT THE EXAMINER REGARDING EXTENSIONS. (v) Students must retain a copy of all assignments and these must be provided if/when required by the Examiner.

10 Residential School: A Residential School may be provided for this course subject to student numbers. The Examiner will advise students by e-mail as to the proposed date. It is normally run as a full-day session on a Saturday at the USQ Brisbane Centre (333 Adelaide Street Brisbane Queensland) to avoid students having to take time off work. Assignments will be reviewed, and the study materials discussed. It is strongly recommended for students to attend if possible.