

Unit of Study Guide: PRJ5003 Project Constraint Management

Trimester 3, 2023

Overview

The *PRJ5003 Project Constraint Management* unit provides the conceptual and practical means for applying techniques to effectively and efficiently evaluate competing project demands of scope, schedule and cost. Unit topics provide a comprehensive coverage of project scope management, scheduling, and planning; project resource optimisation, cost management, monitoring of progress, and the steps required for project closure. Through learning and assessment activities, students define the scope of a project's activities; estimate the schedule or duration required to complete the project (Critical Path Method and PERT analysis); and track project constraints through cost estimation and forecasting (Earned Value Management).

Course(s)	Graduate Certificate in Project Management (GradCertPM) Graduate Diploma of Project Management (GradDipPM) Master of Project Management and Business (MPMB)
Core or Elective	Core: Graduate Certificate in Project Management (GradCertPM) Graduate Diploma of Project Management (GradDipPM) Master of Project Management and Business (MPMB)
Credit Points	8 credit points
Duration	12 weeks (10 teaching weeks; 1 study week; 1 final assessment week)
Level	Postgraduate- Intermediate
Student Workload	Students should expect to spend approximately 13 hours per week over 12 weeks (totalling approximately 156 hours) on learning activities for this unit.
Essential Requirements	Nil
Mode(s) of Delivery	Face to Face on Site / E-learning (Online)/ Mixed/blended/Full-time /Part-time
Pre-Requisites	None
Unit Coordinator	As per current <u>timetable</u>
Contact Information	Consultation: 1 hour scheduled session

Unit Learning Outcomes

On successful completion of this units, students will be able to:

- ULO1 Identify key aspects of scope, schedule, and cost management as per best project management practices
- ULO2 Effectively write and present project planning and controlling reports
- ULO3 Analyse a project case and develop a constraint management plan
- ULO4 Productively work in diverse teams to deliver agreed outcomes

Weekly Schedule

Detailed information for each week's activities can be found in the unit's weekly modules in Canvas.

Week	Topic
Week 1	Project Constraint Management Introduction Introduction to Project Management Knowledge Areas, focusing on Project Planning, Controlling and Monitoring Processes; Organisational Assets, and Environmental factors; Discussing Project Charter
Week 2	Project Scope management- Part 1 Define scope process; Project Scope Management Knowledge Area and its processes; Collect requirements process; Define scope process
Week 3	Project Scope management- Part 2 Create WBS; Validate Scope; Scope baseline; Control Scope
Week 4	Project Scheduling and planning- Part 1 Schedule Management and its processes; Plan schedule week management process; Define activities process; Sequence activities process
Week 5	Project Scheduling and planning- Part 2 Precedence Diagramming Method; Network diagrams (AON, AOA); Critical path method (CPM); Estimate activity duration.
Week 6	Project Scheduling and planning- Part 3 Three point (PERT); Project schedule baseline; Change request; Control Schedule.
Week 7	Project Resources optimisation Project resource types; Project resource sheet and histogram; Resources optimisation techniques
Week 8	Project Cost Management Plan cost management; Estimating cost; Determine budget; Time phased budget
Week 9	Project performance progress-monitoring and controlling Earned Value Analysis (EVA); Forecasting (ETC, EAC)
Week 10	Project Closing Process Closing project or phase; Project termination; Lessons learned
Week 11	Study Week
Week 12	Final assessment submission

Assessments

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Level 6, 1-3 Fitzwilliam Street,
Parramatta, NSW 2150
Phone: +61 2 8319 2100
Email: programs@apiccollege.edu.au
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399 Lonsdale Street
Melbourne VIC 3000
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1. All assessments are compulsory.
2. To pass the unit students must:
 - achieve a total of 50% or more of marks offered; and
 - secured 50% or more in all individual invigilated assessments; and
 - have attempted all assessments.


Where one or more of these requirements are not met, the Board of Examiners will consider a student's overall progress towards meeting the unit learning outcomes and any special circumstances before reaching a decision.

3. The Board of Examiners may grant a supplementary assessment where a student:
 - achieves an aggregate total of 45% or more but less than 50%; and
 - has 45% or more in all individual invigilated assessments in the unit (weighted average considered for the weekly Quizzes); and
 - has attempted all assessments; and
 - has a recommendation for supplementary assessment by the Unit Coordinator and the Head of Discipline.

Where one or more of these requirements are not met, the Board of Examiners will consider a student's overall progress towards meeting the unit learning outcomes and any special circumstances before reaching a decision. Attendance and engagement in class will be considered.

4. APIC awards common result grades as set out in the [Award of Grade Policy](#).
5. Detailed information for each assessment can be found on the Unit's Home Page and in the Assessment Brief.

Assessment Task	Type	Weight	Length	Due	UOs Assessed
Assessment 1: Quizzes- Individual and invigilated weekly online in classroom quiz assessing weekly content.	Individual  Invigilated 	30%	20-30 mins each (Equiv. 3000 words)	Week3 -Week 10	ULO1
Assessment 2: Report- Group Project Management Plan requiring analysis of a real-life project to develop and report on scope, schedule, and cost plan for this project.	Group 	30%	4000 words	Week 9	ULO2 ULO3 ULO4

<p>Assessment 3: Presentation - Individual presentation of project plan and status to a sponsor for a project case accompanied by visual aids including PPTs (equivalent 1000 words) and supporting documents (equivalent 1000 words).</p>	<p>Individual</p> 	<p>40%</p>	<p>Supporting documents (1000 word) 15 mins (equiv. 1000 words)</p>	<p>Week 11/12</p>	<p>ULO1 ULO2 ULO3</p>
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equiv. – equivalent word count based on the Assessment Load Equivalence Guide. It means this assessment is equivalent to the normally expected time requirement for a written submission containing the specified number of words.

Course Reserves

Course Reserve includes all required resources and reading material for the unit of study. You can access Course Reserve via [APIC Library](#) or via the Course Reserve link on the unit's homepage.

Prescribed text(s):

Larson, EW & Gray, CF 2021, *Project management: The managerial process*, 8th edn, McGraw-Hill Education, New York, N.Y.

Recommended Readings:

Grit, R, 2021, *Project Management: A Practical Approach*, Taylor and Francis, Milton, doi: 10.4324/9781003194392.

Kerzner, H, 2017, *Project management a systems approach to planning, scheduling, and controlling*, 12th ed., John Wiley & Sons, Inc.

Konior, J & Szóstak, M, 2020, 'The S-Curve as a Tool for Planning and Controlling of Construction Process—Case Study', *Applied Sciences*, vol. 10, no. 6, p. 2071–, doi: 10.3390/app10062071.

Rowe, SF, 2020, *Project management for small projects*, Berrett-Koehler.

Project Management Institute 2021, *The standard for project management and A guide to the project management body of knowledge*, 7th edn, Project Management Institute, Newtown Square, Pennsylvania.

Other Recommended Resources:

Project Management Journal: <https://journals.sagepub.com/home/pmx>

Harvard Business Review: www.hbr.com

PM Times: <https://www.projecttimes.com/articles.html>

Project Smart: <http://www.projectsart.com/>

Project Management Institute: <https://www.pmi.org/>

Australian Institute of Project Management: <https://aipm.com.au/>

Academic Integrity

Ethical conduct and academic integrity and honesty are fundamental to the mission of APIC and academic misconduct will not be tolerated by the College. It is the responsibility of every student to make sure that they understand what constitutes academic misconduct and to refrain from engaging in it. Please refer to APIC's [Academic Integrity Policy](#) for further details.

Other Important Information and Links

<p>Special consideration</p> <p>If your academic work is impacted by significant documented illness, hardship, or other adverse circumstances beyond your control, you may make an application for Special Consideration. Please refer to the Assessment Policy for further details.</p>	<p>Late submission</p> <p>Penalties apply when work is submitted after the due date without approval. Please refer to the Assessment Policy for information about late submission.</p>
<p>Assessment appeals</p> <p>If you are concerned about a mark you have received for an assessment or final grade, you may apply to formally appeal the grade. Please see the Assessment Policy for further details.</p>	<p>Award of grades</p> <p>APIC awards common result grades, set out in the Award of Grade Policy.</p>
<p>Expectations of student conduct</p> <p>Students are expected to conduct themselves in a manner that is consistent with a safe and respectful study environment. More information can be found in the Student Code of Conduct.</p>	<p>Study resources</p> <p>APIC Library and Student Learning Support resources and services can be accessed via the Student Lounge or your Dashboard on the OLS (Canvas).</p>
<p>Student Services</p> <p>The Student Services team provides administrative support for students and handles enquiries about enrolment, timetables, important dates and submitting forms. More information can be found on the Student Services page on the OLS (Canvas).</p>	<p>Key dates</p> <p>Key dates through the academic year, including teaching periods, census, payment deadlines and exams can be found on the Academic Calendar section of the APIC website.</p>

Changes and Updates to the Unit of Study Guide

This Unit of Study Guide may be updated and amended from time to time. Students will be notified of any changes to the unit via the Online Learning System (Canvas) space for the unit.

This Unit of Study Guide was last modified on 25 Sep 2023