

Unit of Study Guide: PRJ5003 Project Constraint Management

Trimester 3, 2022

Overview

PRJ5003 Project Constraint Management examines the core project management knowledge areas of scope, schedule, and cost. In project management, the term “constraint” refers to the triple constraint framework for evaluating competing demands of scope, schedule, and cost. The unit provides the means for understanding and applying techniques required to ensure that the scope of the project includes all work required and to develop WBS. With regard to schedule management, students learn how to identify and define project activities; estimate the duration required for project activities; and develop, control and optimise a project schedule using Critical Path Method and PERT analysis. Finally, students learn how to use cost estimation and forecasting with Earned Value Management to manage and track the project’s triple constraints.

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| 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 150 hours) on learning activities for this unit. |
| Essential Requirements | Nil |
| Mode(s) of Delivery | Synchronous / Blended |
| Pre-Requisites | None |
| Unit Coordinator | As per current timetable |
| 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 |
| Week 2 | Project Scope management- Part 1 |
| Week 3 | Project Scope management- Part 2 |
| Week 4 | Project Scheduling and planning- Part 1 |
| Week 5 | Project Scheduling and planning- Part 2 |
| Week 6 | Project Scheduling and planning- Part 3 |
| Week 7 | Project Resources optimisation |
| Week 8 | Project Cost Management |
| Week 9 | Project performance progress-monitoring and controlling-EVA |
| Week 10 | Project Closing Process |
| Week 11 | Week for preparation of final submissions |
| Week 12 | Final assessment submissions and presentations |

Assessments



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 | ULOs Assessed |
|--|--|--------|--|----------------|----------------------|
| Assessment 1: Online Quizzes Weekly online quiz of key content areas | Individual Invigilated | 40% | 20-30 mins each (equiv. 3000 words) | Week 3-Week 10 | ULO1 |
| Assessment 2: Report- Project Management Plan (Scope, Schedule, and Cost) This assessment requires students to work in groups and analyse a real-life project of their choice to develop and write a report on scope, schedule, and cost plan for this project. | Group  | 30% | 4000 words | Week 9 | ULO2 ULO3 ULO4 |
| Assessment 3: Presentation of project plan and status to a sponsor for a project case This assessment requires students to work individually on provided project case status, prepare PP slides that include information about the project case plan and status and present (orally) their project case along with the submission of supporting documents. | Individual Invigilated  | 30% | Supporting documents (1000 word) 15 mins (equiv. 1000 words) | Week 11/ 12 | ULO1 ULO2 ULO3 |

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, Ohio.

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

Project Management Institute 2017, *A guide to the project management body of knowledge*, 6th edn, Project Management Institute, Newtown Square, Pennsylvania.

Recommended Readings:

Konior, J and Szóstak, M 2020, 'The S-curve as a tool for planning and controlling of construction process—case study', *Applied Sciences*, vol. 10, no. 6, pp.2071, doi: 10.3390/app10062071

Kerzner, H 2017, *Project management case studies*, 6th edn, John Wiley & Sons, Hoboken, New Jersey.

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/>

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

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| <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 18 Sep-2022.