



ICT352

ICT Project Management

Task 1

Semester 1, 2020

Assessment and Submission Details

Marks: 20% of the Total Assessment for the Course

Due Date: 5pm Friday, 20th March 2020

Submission Online – Individual Report

Assignments are to be submitted by SafeAssign.

**DO NOT SUBMIT THE ASSIGNMENT TO THE
COURSE CO-ORDINATOR OR TUTOR.**

The assignment will be marked out of a total of 100 marks. Once marked, **ALL** assignments will be checked for plagiarism and/or collusion between individuals.

Refer to your Course Outline or the Course Web Site for a copy of the “Student Misconduct, Plagiarism and Collusion” guidelines. [Academic Integrity Information](#).

Note: Each student MUST be able to produce a copy of their assignment and this copy MUST be produced within 24 hours of it being requested by the Course Co-ordinator. Failure to produce the second copy of the assignment when requested may result in loss of marks or a fail grade for the assignment.

Requests for an extension to an assignment extension **MUST** be made prior to the date of submission and requests made on the day of submission or after the submission date will only be considered in exceptional circumstances. Please note because this assignment forms the basis of the next task extensions will not be given without documented medical evidence off inability to work.

Case Study: Australia Forestry International

Forestry is an important sector within the Australian economy. The Australian Department of Agriculture estimates the industry generates \$23 billion in income and employs over 70,000 individuals. [Source: <http://www.agriculture.gov.au/forestry/industries>]

You are a consultant working for a company named **Australian Forestry International (AFI)**. This company is a large owner of varied forested estates in New South Wales and Queensland – they grow and sell trees. Their holdings include some 400,000 ha of land and they harvest the tree crop on a cycle of about 20,000 ha per year (or nearly 10 million trees a year!). They grow pine and spotted gum varieties in plantation settings (softwood and hardwood). They have traditionally just been a grower of trees (planting, maintaining) and outsourced all other elements of the supply chain including logistics (cutting, transport, processing) and manufacturing of a product. An example of some forestry business components and supply chain elements is listed below:



Source: <https://www.responsiblewood.org.au/responsible-wood/chain-of-custody/>

Australia Forestry International is a seven-year-old private company with roots in the American tree farming industry with an interesting past. They used to be a state-owned organization, but the state divested their interest in the sector and now leases the land to AFI. This has brought with it some legacy issues including a contingent of employees ‘the old-timers’ who are used to antiquated technology, systems and a limited range of operations on the estate. The company receives most of its revenue from domestic markets (selling wood to sawmills, pulp mills, board manufactures, etc.) for consumer products but has recently been more and more engaged with international markets (namely China and Korea) exporting high grade logs for veneer and cabinet making. They desire to grow the business in the most profitable and sustainable way and there are internal discussions as to how to do this.

Recently, a new entrepreneurial CEO, Hugh Jackman, has come on board and wants to take the business in a new more profitable direction by deploying state of the art technology to improve management systems (namely drones for insect spraying and unmanned harvesting equipment) while also placing a higher emphasis on more lucrative international markets. Hugh along with their lead research scientist, Jacko, have been strategizing ways to grow their business and increase their bottom line and market capitalization. Jacko is of the opinion that these changes would be much more complex to implement than it's worth and believes the company should refocus on domestic markets and the potential for the expanding biomass market (unmarketable tree parts) which would help streamline on-ground operations and provide an alternative revenue stream. Their COO Bruno (a holdover from the old days with ties to the American group) would like to see some divesting in their land holdings with a reorientation of focus on softwoods vs. hardwoods given the cost of production. To further complicate matters, the industry has been grasping with a devastating year of bushfires and export issues connected with the coronavirus. The team has approached you with a suite of potential projects as they look to grow, change, adapt and improve their business into the future.

They have asked each of you to choose **ONE** of the following project themes and **collaborate with the AFI management team to outline a Project Charter to deliver value to AFI.**

Project 1 – Incorporation of Advanced Technology into Operations

The forest sector is always changing, and businesses must adapt to maintain their competitive posture. In line with Hugh's vision of incorporating technology to streamline operations and save costs AFI has requested a project be developed to provide a roadmap for technology trials, deployment and operationalisation of data capture. It is thought that drones could be used for insect spraying and inventory management while unmanned harvesting equipment (machines that cut down trees) could also be employed. Additionally, an app could be developed to better capture and disseminate data and information throughout the company, though they are open to other suggestions that will help them best change and adapt to the industry and remain competitive. They request that this project be operational in 2 years and be financially viable (i.e. investment required is less than project costs over a 10-year horizon). The company has allocated 75k budget to scope the work and up to a 5-million-dollar budget for full technology deployment.

Project 2 – Research and Development Into Bushfire Resilience

The latest bushfire season was one of the worst on record with much of the plantation coming under threat. Many say that this season was 10x worse than usual in Queensland and it was 10x worse than that in NSW. AFI has really been struggling with the business and operational ramifications of this disastrous season (losing crops, having to change crop rotation to meet demand, varying planting schemes and timing, clean-up, etc.) and wants to develop a project to help mitigate the impacts of such extreme weather and conditions in the future. They believe that research and development into topics such as 1) drought and fire resistant genetically modified tree species, 2) increased use of low intensity burning on their plantations (deliberately setting fire to the crop periodically to lower the threat of a high intensity catastrophic crop killing burns), and/or 3) research to determine if they should forgo, abandon or relocate crops due to regional climatic forecasts. The group expects a comprehensive research proposal (goal, methods, deliverables), thorough reporting of results and contextualized advice (strategy, financial, etc.) and recommendations for deployment for a budget of 100k.

Project 3 – Domestic Biofuels Market Emergence

Amid increasing high domestic energy costs and improving technologies there now appears to be markets for harvesting by-products (material that is left over after logs are taken out – branches, tree tops, etc.). This material has historically been burned on site before replanting. AFI has been fielding calls from businesses asking to purchase this material to be burned for fuel, made into pellets for the export power market or to be used as the source material for emerging biochemical products. Given this potential for an increased revenue stream and lowering costs of replanting the group is quite keen on exploring this opportunity. As a pet project of Jacko, AFI has approached you with a project to develop the business case for AFI and to set up a subsidiary organization that would provide the collection, processing (chipping) and transportation of material to end customers. The outcome of the product needs to provide a holistic view of the business ramifications of the shift, operations and financial feasibility of the investment. This project will receive an internal R&D budget of 40k. Along the same line they have toyed with the idea of creating a Customer Relationship Management (CRM) app. This app could be developed to log, track and sort these enquiries and eventual clients along with their existing clients. This project would receive a budget of 75k.

Project 4 – Export Supply Chain and Coronavirus Adaptation

AFI is an Australian company with an export business tied to Asian markets, namely China, Japan and South Korea. These markets have been increasingly important to AFI and are generally seen to be a lucrative and growth market for their products. As with any international business and supply chain there are risks and rewards. With the recent coronavirus outbreak in mainland China (and other risks abroad), AFI's cashflow and markets are being threatened as trade slows down due to decontamination requirements and weaker than usual Asian demand. AFI has requested that you expedite a project aimed at evaluating different markets and establishing new trade routes to further diversify their export market business. They request that you provide a thorough market analysis, short term guidance and

long-term roadmap for a more resilient export market supply chain. This project would receive a budget of 50k.

Project 5 – Western Australia Expansion

AFI has always had ambition to grow the company outside of Queensland and NSW. Given a shifting landscape of supply and demand in the region and the bushfire threat they have been looking at land in Western Australia. AFI has an opportunity to purchase 50,000ha of land in WA to grow blue gum crops (high value for paper production). You have been approached to plan a project to effectively start up a new planation. This project will include land acquisition, field office establishment and initial forestry crop planting. They also want to develop a plan for organizational change and adaptation to include this separate unit outside their current core competencies. To make this happen, AFI has provided a budget of 10 million dollars over the next three years.

Project 6 – Marketing – Domestic Products

AFI, being of traditional roots has generally taken a conservative approach to expansion and diversification, but increasingly growers in other parts of the world (South America, Southeast Asia) have been able to cut the cost of production and gain a competitive advantage. Australian counterparts tend to have a higher wages and more stringent environmental restrictions attached with their business. The team would love to engage the public in a market awareness campaign espousing the sustainability of their product, quality of their product and value of domestic products and certification methods. Effectively, they want to ensure they continue to get a premium for their domestic products and hedge against increasingly cheaper import wood varieties. The team has asked you to complete a project that would survey the public on views of the timber industry, value placed on domestic industry and willingness to absorb premium pricing for their products. Furthermore, they want to engage politicians to encourage them to place tariffs on ‘unsustainable’ import timber threatening the viability of their business model. AFI has provided a 50k dollar budget for your services to develop and deliver a project that would address these issues.

Note: Project themes are described above, actual proposed projects may vary.

Your task is to prepare a project charter on your proposed project. Please include the following sections in the main body of the report. Standard report structure must be adhered to.

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Project Charter Structure

Chapter 3 of the Text outlines Project Charters – use it as a *general Guide* to produce a Project Charter with the following headings:

1. Title
2. Background
3. Scope overview
4. Business case
5. Milestone schedule (with acceptance criteria)
6. Risks, assumptions and constraints
7. Stakeholder list

Assignment Requirements and Deliverables

Your report should be one thousand (1000) words and it would be best to be no longer than one thousand five hundred (1500) words long.

The report is to be prepared as a single Microsoft Word document.

Submission

The completed assignment is to be submitted by SafeAssign on or before the due date.

The assignment will be assessed according to the marking sheet (Appendix A). Late submission of the assignment will result in the maximum deductions of points as per USC School policy for each day late (including weekends).

[USC Assessment Policy](#)

Assignment Return and Release of Grades

Assignment grades will be available on the course web site on two weeks after submission at the latest. An electronic assignment marking sheet will be available.

Where an assignment is undergoing investigation for alleged plagiarism or collusion the grade for the assignment and the assignment will be withheld until the investigation has concluded.

Assignment Guidelines

This assignment will take three weeks to complete and will require a good understanding of the Project Management material for successful completion. It is imperative that students take heed of the following points in relation to doing this assignment:

1. It would pay to start this assignment early.
2. Ensure that you clearly understand the requirements for the assignment – what has to be done and what are the deliverables.
3. If you do not understand any of the assignment requirements – **ASK** your workshop tutor.
4. Each time you work on any aspect of the assignment reread the assignment requirements to ensure that what is required is clearly understood.

Appendix 1

ICT352 Task 1 – Project Charter Rubric

Criteria	High Distinction (85-100%)	Distinction (75-84%)	Credit (65-74%)	Pass (50-64%)	Fail
(25%) 1. Identify and justify a project solution that will satisfy the specific client requirement and strategically aligned with the client vision and mission	Systematic and skillful An insightful and concise scope overview outlining the final deliverable and project boundaries. A persuasive and insightful high-level business case quantifying the benefit vs cost and outlining why the client should go ahead with the project	Thorough and effective A concise scope overview outlining the final deliverable and project boundaries. An insightful high-level business case quantifying the benefit vs cost and outlining why the client should go ahead with the project	Effective A scope overview outlining the final deliverable and some boundaries. A high-level business case quantifying the benefit vs cost and outlining why the client should go ahead with the project	Competent A project overview outlining the final deliverable and some boundaries. A business case outlining the benefit vs cost and project rational.	Basic / simplistic / non-specific
(20%) 2. Identify what the client would like the project to deliver and demonstrate an understanding of the organisational context of the project and its stakeholders.	Comprehensive and insightful A meaningful title that encapsulates the project. A well-researched background that portrays a high level and insightful understanding of the project context and the hopes and aspirations of the client for the project.	Thoroughly explains A meaningful project title. A well-researched background that portrays a high-level understanding of the project context and the hopes and aspirations of the client for the project.	Effectively explains A meaningful project title. A researched background that portrays a high-level understanding of the project context.	Accurately explains A generic project title. A background that portrays an understanding of the project context.	Narrow / shallow explanation A very shallow and / or generic background that just regurgitates the case study.

Criteria	High Distinction (85-100%)	Distinction (75-84%)	Credit (65-74%)	Pass (50-64%)	Fail
(20%) 3. Propose and justify high level management strategies for managing stakeholders and risk.	Comprehensive and insightful Insightful Identification, management and clear communication of high level project risks, assumptions and foreseeable constraints, and how they impact the project. Identification of important stakeholders and appropriately identify their role and impact on the project.	Thoroughly explains Identification, management and clear communication of high level project risks, assumptions and foreseeable constraints, and how they impact the project. Identification of important stakeholders and appropriately identify their role and impact on the project.	Effectively explains Identification and management of high level project risks, assumptions and constraints, and how they impact the project. Identification of important stakeholders and appropriately identify their role and impact on the project.	Accurately explains Identification and some management strategies for project risks, assumptions and constraints. Identification of stakeholders identify their role and impact on the project.	Narrow / shallow explanation A very shallow and / or generic risk management strategy and stakeholder list.
(20%) 4. Identify the project lifecycle and create a high-level schedule to complete the project within boundaries and with specific acceptance criteria	Insightful and Justified An insightful Milestone Schedule reflecting project phases specifically appropriate to the lifecycle of the project. Each phase has meaningful milestone/s, phase deliverable/s and very specific acceptance criteria authorized by the appropriate stakeholder/s	Informed and Relevant A Milestone Schedule reflecting project phases appropriate to the lifecycle of the project. Each phase has milestone/s, phase deliverable/s and specific acceptance criteria authorized by the appropriate stakeholder/s	Relevant A Milestone Schedule reflecting project phases generally appropriate to the lifecycle of the project. Each phase has milestone/s, phase deliverable/s and acceptance criteria authorized by the appropriate stakeholder/s	Reasonable A basic but adequate Milestone Schedule reflecting project phases, milestone/s, phase deliverable/s and acceptance criteria	Irrelevant / extraneous

Criteria	High Distinction (85-100%)	Distinction (75-84%)	Credit (65-74%)	Pass (50-64%)	Fail
(15%) 5. Demonstrate a collaborative and professional approach between the client and project manager	Reciprocates Professional and succinct, but not totally formal writing style that insightfully demonstrates shared project ownership by both the client and the project team.	Collaborates Professional and succinct writing style that demonstrates shared project ownership by both the client and the project team.	Engenders Professional writing style that indicates shared project ownership by both the client and the project team.	Represents Writing style that indicates shared project ownership by both the client and the project team.	Unprofessional / Solitary Talking at the client. Disengaged with the project.